



Integrated Development Plan 2011-2016

Revised 2014-2015
Adopted 30 May 2014

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ACRONYMS

CBP: Community Based Planning
 CCR: Cross Cutting Results
 CDW: Community Development Worker
 CMC: Core Manager Competencies
 COGTA: Department of Cooperative Governance and Traditional Affairs
 CPTR: Current Public Transport Record
 CS: Community Survey
 CSIR: Centre for Social and Industrial Research
 DBSA: Development Bank of Southern Africa
 DHLG &TA: Department of Local Government & Traditional Affairs
 DM: District Municipality
 DORA: Division of Revenue Act
 DTO: District Tourism Organisation
 DWA: Department of Water Affairs
 ECCATI: Training organisation
 ECD: Early Childhood Development
 ECDC: Eastern Cape Development Corporation
 ECDH: Eastern Cape Department of Health
 ECDORT: Eastern Cape Department of Transport
 ECSECC: Eastern Cape Socio Economic Consultative Council
 ECTB: Eastern Cape Tourism Board
 ECPB: Eastern Cape Parks Board
 ECPSPD: Eastern Cape Provincial Spatial Development Plan
 ECPGDP: Eastern Cape Provincial Growth Development Plan
 EIA: Environmental Impact Assessment
 EPWP: Expanded Public Works Programme
 ESCOM: Electricity Commission
 ESTA: Extension of Security of Tenure Act
 EU: European Union
 GDS: Growth and Development Summit
 GFS: Government Finance Statistics
 GGP: Gross Geographic Product
 GIS: Geographic Information System
 GPI: Growth Performance Index

GRAP: Generally Recognised Accounting Practice
 GVA: Geographic Value Added
 FET: Further Educational Training College
 HCW: Health care worker
 HDI: Historically Disadvantaged Individual
 HOD's: Heads of Department
 HPGR: High Population Growth Rate
 HR: Human Resources
 ICASA: Information & Communications
 ICT: Information and Communication Technologies
 IDP: Integrated Development Plan
 IGR: Intergovernmental Relations
 ISETT: Information Systems, Electronics and Telecommunications Technologies
 ITP: Integrated Transport Plan
 IWMP: Integrated Waste Management Plan
 JGDM: Joe Gqabi District Municipality
 KPA: Key Performance Area
 KPI: Key Performance Indicator
 LED: Local Economic Development
 LM: Local Municipality
 LPGR: Low Population Growth Rate
 LRAD: Land Redistribution and Agricultural Development
 LTO: Local Tourism Organisation
 MDB: Municipal Demarcation Board
 MEC: Member of the Executive Committee
 M&E: Monitoring & Evaluation
 MFMA: Municipal Finance & Management Act 53 of 2003
 MHS: Municipal Health Services
 MIG: Municipal Infrastructure Grant
 MoU: Memorandum of Understanding
 MM: Municipal Manager
 MPCC: Multi-Purpose Centre
 MSA: Municipal Systems Act 32 of 2000
 MTREF: Medium Term Revenue Expenditure Framework
 NAFCO: National African Federation of Chambers of Commerce
 eNatis: National vehicle licensing system
 NEMA: National Environmental Management Act
 NLTTA: National Land Transport Transition Act
 NSDP: National Spatial Development Perspective
 OTP: Office of the Premier
 PDI: Previously Disadvantaged Individual
 PGDP: Provincial Growth and Development Plan
 PHC: Primary Healthcare
 PMS: Performance Management System
 PMTCT: Prevention of Mother to Child Transmission
 PPP: Public Private Partnership
 HDI: Human Development Index
 RDP: Reconstruction and Development Plan
 RSS: Rapid Services Survey (conducted by Fort Hare for the Office of the Premier in 2006)
 RWS: Rural Water Schemes
 S 57 Managers: Managers who report directly to the Municipal Manager
 SANRA: South African National Roads Agency
 SAPS: South African Police Services
 SAWEN: South African Women's Entrepreneurship Network
 SCM: Supply Chain Management
 SDBIP: Service Delivery and Budget Implementation Plan
 SDF: Spatial Development Framework
 SEDA: Small Enterprises Development Agency
 SETA: Sector Education and Training Authority
 SLA: Service Level Agreement
 SLM: Senqu Local Municipality
 SMME: Small, Medium & Micro Enterprises
 SPU: Special Programmes Unit
 TEP: Tourism Education Programme
 TB: Tuberculosis
 THETA: Tourism & Hospitality Education & Training Authority
 TI: Tress Index
 UFH: University of Fort Hare

UPE: Universal Primary Education
VCT: Voluntary Counselling & Testing
VIP's: Ventilated Improved Pit Latrine
WSA: Water Services Authority
WSP: Work Place skills Plan
WSDP: Water Sector Development Plan
WTW: Waste Treatment Works

EXECUTIVE SUMMARY

PURPOSE OF THIS DOCUMENT

The basic purpose of Integrated Development Planning is to achieve faster and more appropriate delivery of services and provide a framework for economic and social development in a municipality. Integrated Development Planning creates a planning environment that allows for the integration and alignment of government's delivery priorities and objectives and is aimed at eliminating the development legacy of the past.

This document contains the development priorities of Council for its term of five years and forms a commitment between the municipality and its residents about how and where development will take place.

The document also seeks to incorporate, resolve and take cognisance of the findings of the Auditor General, Internal audit and the previous findings of the IDP Assessment 2013-14 as well as the Municipal turnaround strategy. In addition, the Municipality is looking at expanding its planning horizon and moving it from a 5 year to a 20 year timeline.

DEMOGRAPHIC STATISTICS

The 2011 census figures give Senqu Municipality a population of 134 150 compared to the 2001 Census estimate of 135,141 (Statssa, Census 2011). This indicates that the population is decreasing. The population decrease can be attributed to out migration as people move to seek jobs and schooling and increasing urbanisation which is linked to decreased family sizes and women giving birth at older ages. The Municipality however disputes the accuracy of these figures as due to the scattered and mountainous nature of the municipality, the rural population was not adequately accounted for in the census.

The majority of the population is still centred around the former Transkei homeland with Sterkspruit at the centre. The majority still reside in rural areas as opposed to urban area. This includes rural villages and farm households. The population density is estimated at 16.12 persons per km squared.

However household numbers are increasing from 33 904 (2001) to 38 046 (2011). This is due to the effects of urbanisation and participation in a world economy which means that the cost of large families and households are prohibitive. This is shown in the statistics which show that the average household size has dropped from 4 in 2001 to 3.5 in 2011.

The corresponding need for infrastructure and social services has not declined due to the high number of indigent people. This means that there is a risk that the equitable share contribution will remain insufficient to provide basic services as set out in the Constitution.

SOCIO –ECONOMIC SUMMARY

Data from the 2011 Community Survey indicates that the average unemployment rate of the Senqu Municipality is 35.5 %. This only includes people that are actively searching for work. Based on the official definition, more than one third (30.34%) of the economic active group in Senqu is unemployed while the district average is 23.54%. Including those not actively seeking for work, unemployment in Senqu is as high as 65% compared to 54% and 48% for the district and Eastern Cape respectively. The dependency rate is 71.4% (Statssa, 2011)

Between 2000 and 2010 formal employment growth was negative at -2.27%, performing worse than the district (-1.23%) and province (-0.21%) respectively. The reason for negative formal employment growth can be attributed to:

- ❑ Poor performance of agriculture, trade and manufacturing sector;
- ❑ Over-dependency on the services sector;
- ❑ Recession and global environment.

However, also of concern is the quality of available jobs in Senqu. For example a majority of the informal and formal employment is in the Agriculture and Trade sector, if one excludes the services sector. These jobs are not high paying and therefore do not necessarily provide a good quality of life.

Despite experiencing positive economic growth between 2000 and 2010, Senqu's economy has been unable to create meaningful benefits for the poor. The poverty rate is 62.93% - much higher than the provincial average of 53.61%. Dependency on social grants is highest in Senqu (37.42%) compared to the district (34.46%), provincial (31.54%) and national (22.68%). Also, the state of household savings reveals a high degree of indebtedness (-R464) for Senqu which further exacerbates the poverty challenge.

With about 50.25% of the households earning no income at all and 21.39% earning between R1 and R1600 per month, almost two thirds of Senqu households are indigent. Of these, more than one quarter of households (6134) earn R400 or less per month. This is indicative of Senqu's low economic base, a factor that makes it less attractive to investors. This has negative repercussions for the economy and the municipality as more and more people cannot afford to pay for their livelihoods and services.

SERVICE DELIVERY PERSPECTIVE

70 % of households live in a formal dwelling and 68.5 % own their own dwelling. The 2011 census reveals that Senqu has an unserved population of 7 209 households out of 38 046 with water which is under 20% (Statssa, 2011)

Whilst most of the population does receive water, sanitation provision which was lagging behind lags with 45 % being unserved has improved with just under 6000 households having no access as can be seen in the table below. However Senqu still has to eradicate 645 bucket toilets which are in wards 14, 16 and 19. Households with no toilets: Ward 7 has the highest number at 712, followed by 604 in ward 10 and 598 in ward 16. In ward 16, this is due to the fact that Zakhele in Rhodes has virtually no toilets.

Apart from the backlog, Senqu is experiencing problems with decaying and poorly designed water and sanitation systems that were not designed to cope with the additional demands placed upon them and which have come to the end of their lifespan. Illegal water connections also create problems with water pressure.

The electrification and telecommunication network in Senqu is insufficient with poor quality experienced in many areas. The main problem with the electrification network in town is the high amount of leakage. Waste management remains a problem with insufficient staff and old vehicles which constantly break down. In addition the waste sites are poorly maintained and recycling initiatives are small due to the limited budget available.

Environmental management is poor due to limited staff and budget and many by laws are not enforced due to the factors already mentioned. Many town planning by laws are broken and illegal land invasion occurs on a regular basis.

Access roads and bridges in the rural area are generally of a poor standard due to lack of maintenance and staff. Rural people struggle to access services due to this especially during the rainy period when the roads become impassable and flooded. Access to clinics and schools remains a challenge as people still have to walk long distances and the quality of the service is limited.

MUNICIPAL PRIORITIES

1. Roads - Priority areas are places with no approach roads. In W 14, 16, 19 and 10 the emphasis is on paving roads.

- | | |
|--|--|
| 2. Land – | Lack of land and tenure problems. The SDF indicates Sterkspruit as priority node. The expansion of Sterkspruit and the development of Barkly East are a priority issue |
| 3. Job creation – | Need to improve skills level of the population |
| 4. Recreational facilities – | Needed in every ward especially for youth |
| 5. LED – | Look at agro processing e.g wool washing. |
| 6. Communication and public participation- | Public participation must be increased. Network poles and transmitter poles for television are desperately needed in most areas. |

The following are priorities outside of the Municipality's powers and functions but need addressing:

- 1) Water
- 2) Sanitation
- 3) Electricity
- 4) Disaster management

CHAPTER ONE: SPATIAL & DEMOGRAPHIC ANALYSIS

SPATIAL CHARACTERISTICS OF THE AREA

Table 1: Spatial Characteristics

Area	7329km ² .
Neighbours	Maletswai (W), Emalahleni & Sakhisizwe (S), Elundini (E) and Kingdom of Lesotho (N).
Towns	Major: Sterkspruit, Lady Grey & Barkly East
Hamlets	Rossouw, Rhodes & Herschel
Villages	85
Topography	Mountainous. Slopes steeper than 1:8 as part of the southern Drakensberg range. The highest point in the Eastern Cape, Ben MacDhui at 3001m above sea level occurs in the municipality (JGDM Environmental Plan).
Catchment area	Orange river catchment.
Geology	Karoo Supergroup Basaltic lavas of Drakensberg Group Beaufort, Molteno, Elliot & Clarens Groups of sandstone & shale (JGDM Environmental Plan)
Climate	Temperature fluctuations of between 42°C and -16°C in summer. In winter the minimum temperature can vary between -7°C and -1°C.

	<p>Annual average of 150 days of frost.</p> <p>Rainfall varies from between 1000mm and 1400mm of rainfall a year to about 600mm in the lower lying areas (JGDM Environmental Plan)</p>
Soils	<p>Degraded areas due to communal grazing lands not being well maintained or protected under the previous dispensation. The primary cause is the overstocking of livestock and inappropriate grazing methods. (JGDM Environmental plan)</p>
Vegetation	<p>There are five vegetation types found in Senqu:</p> <ul style="list-style-type: none"> • Dry Sandy Highveld Grassland • Moist Cold Highveld Grassland • Afro Mountain Grassland • Alti Mountain Grassland. It is important for grazing and generally occurs in water catchment areas • Moist upland Grassland .This is important for maize farming and forestry.
Land use cover	<ul style="list-style-type: none"> • Total cultivated area of arable land of 47 319, 21 Ha. Dry land under commercial Production has 18 178, 39 Ha; • Commercial Irrigated Land of 3 866, 57 Ha • Semi Commercial (Commonages) has 25 274, 25 Ha (Information supplied by the Department of Agriculture). • Limited land available that can sustain intensive agricultural practices. <p>(it should be noted that all maps pertaining to this summary are contained in the SDF which is</p>

	a separate document.)
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ENVIRONMENTAL OPPORTUNITIES

- Beautiful mountainous scenery for adventure and agricultural tourism
- Possibility of off grid and cleaner sources of electricity such as wind (JGDM Environmental Management Plan 2011).

ENVIRONMENTAL ASPECTS & CHALLENGES

- Alien vegetation. The municipality struggles with crack willow which grows along the Kraai river and sucks up litres of water
- Firewood collection. Persons collect firewood indiscriminately breaking down trees. In addition the indiscriminate burning of grasslands creates air pollution and loss of biodiversity. It is impossible to determine the extent of air pollution as the municipality does not have **an air quality management plan** as it is not a licensing authority
- The location of dipping tanks. Many of these dipping tanks are located near streams which can poison water supplies
- Borrow pits which are not adequately rehabilitated
- Drainage culverts placing can either hinder or promote gulley erosion
- The waste water treatment works at Lady Grey are only 200 m from a farm dam which could contaminate the water supply. The waste treatment works in Sterkspruit are inadequate for the need and frequent sewerage spills occur into the Sterkspruit River. The Barkly East sewerage ponds are located adjacent to a wetland and contamination could kill many animals. The proximity of waste water treatment works at both Lady Grey and Barkly East to rivers poses a risk as they could be susceptible to potential flood damage
- Soil erosion which is the highest in the JGDM due to marginal soils being utilised for inappropriate agricultural practises.
- The registration and management of solid waste disposal sites
- Lack of recycling at waste sites

- Burning of waste and inadequate collection of waste leading to illegal dumping. Lack of capacity, both financial and human to act on environmental issues
- Lack of capacity to implement environmental by-laws
- Inappropriate land and hygiene practises leading to increased sedimentation and entrophication and pollution of fresh and groundwater sources.
- Increased invasion by alien and undesirable species like Slangbos and blue bush near Lady Grey. Limited protection of environmental sensitive areas
- Poor and crumbling sanitation infrastructure (JGDM Environmental Management Plan 2011)

PROTECTION OF NATURAL ASSETS

Whilst the municipality is blessed with some of the most beautiful alpine scenery which is one of the prime factors for its tourism industry, very little is done to protect the environment and it lies in the hand of individual land owners to conserve this fragile environment.

The municipality has a huge quantity of sandstone which is being mined and cut into bricks for building. A project in Hershel has received funding from DEDEA for this purpose. A large quantity of sand is constantly mined for the making of bricks. The Municipality does not fund any projects which utilises these assets without a mining permit.

The District Municipality is running projects in the area to fence off and conserve springs. In general environmental protection of assets is stressed in the SDF and the Municipality adheres to this in the planning of new developments. The protection of environmental assets is poor due to lack of human and financial resources.

THE IMPACT OF CLIMATE CHANGE

In 1990 South Africa was responsible for about 1.2 % of the total warming effect which placed it within the top ten contributing countries in the world. The carbon dioxide equivalent emission rate per person in South Africa is about 10 T of Carbon dioxide and above the global average of 7 T per person per year. A recent study by the Countries Studies Project predicts that climate change will cause mean temperature increases in the range of between 1 to 3 degrees centigrade by the mid-21st century with the highest increases in the most arid parts of the country. A broad reduction of between 5 to 10 % decrease has been predicted for summer rainfall regions like Senqu. This is likely to be accompanied by an increased incidence of drought and floods with prolonged dry spells followed by intense

storms. A marginal increase in early winter rainfall is predicted for the winter rainfall region. A rise in sea level is also predicted of about 0.9 m by 2100 (DEAT website 2000-2005)

Whilst there might be some debate on the effect of climate change, it is clear that the health sector, maize production, plant and animal biodiversity, water resources and rangelands are areas most vulnerable to climate change.

The main effects for Senqu would be:

- Water scarcity may increase in some areas. It is estimated that even without climate change, South Africa will use up most of its surface water resources within the next few decades. Climate change may also alter the magnitude, timing and distribution of storms that produce flood events.
- Frequency of livestock disease outbreaks could be affected
- Maize production will decrease as the climate becomes hotter and drier resulting in the decrease of about 10 to 20 % over the next 50 years.
- Decrease in biomes by 38 to 55 % by 2050, decrease in species and an expansion of insect pests such as the brown locust (DEAT website 2011)

CLIMATE CHANGE STRATEGY

1. Temperature increase

An increase in temperature will have a greater impact on communal farmers as a recent study done by CEEPA indicates that farmers with larger areas of ground will be better able to withstand the effects of climate change. Senqu will therefore be focussing its efforts on training small scale farmers how to compensate for this increase by changing their farming methods and practises.

Senqu Municipality will look at the possibility of developing building bylaws for people regarding insulation of their houses such as double glazing and the alignment of the building to the sun. This will help in decreasing costs of heating and cooling. This still needs to be investigated to determine the economic feasibility of enforcing the regulations in an economically depressed region.

2. A fall in precipitation

A fall in precipitation of between 2 to 8 % by 2050 and 4 to 8 % by 2100 will affect dryland farms as well as small scale farmers, as it is estimated that crop net revenues will fall by 1.7 % to 5.3 % per hectare for the whole of South Africa. It also suggests that an annual increase of 1 degree centigrade will have a positive impact on annual crop net revenues for all farms except dryland. The increase in temperature will affect crop farm net revenues negatively in the summer farming season but positively in the winter season (CEEPA, 2006 Climate change and African agriculture).

Senqu Municipality will work with farmers to develop strategies that will increase the positive impacts while reducing the negative impacts for all types of farming.

In addition, the Municipality will look at increasing the amount of water storage in the area and implementing by laws which will legislate that all householders have tanks on their property to collect rainfall. There will also be an increase in the maintenance budget for roads, bridges and storm drainage.

DEMOGRAPHIC/ POPULATION ANALYSIS

POPULATION AND HOUSEHOLD FIGURES

The 2011 census figures give Senqu Municipality a population of 134 150 compared to the 2001 Census estimate of 135,141 (Statssa, Census 2011). This indicates that the population is decreasing. The population decrease can be attributed to out migration as people move to seek jobs and schooling and increasing urbanisation which is linked to decreased family sizes and women giving birth at older ages. The Municipality however disputes the accuracy of these figures as due to the scattered and mountainous nature of the municipality, the rural population was not adequately accounted for in the census.

However household numbers are increasing from 33 904 (2001) to 38 046 (2011). This is due to the effects of urbanisation and participation in a world economy which means that the cost of large families and households are prohibitive. This is shown in the statistics which show that the average household size has dropped from 4 in 2001 to 3.5 in 2011.

Table 2: Average Household Size

Municipality	Total population			No of H/holds			Average h/hold size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	324118	336413	337853	71162	84835	97775	4.6	4	3.5
Elundini	134077	135389	131656	29549	33209	37854	4.5	4.1	3.5
Senqu	129673	134326	131981	28056	33904	38046	4	4	3.5
Maletswai	31529	36087	41272	6990	9488	12105	4.5	3.8	3.4
Gariep	28840	30611	32944	8567	8234	9770	4.4	3.7	3.4
EC Total	6036337	6163009	6246143	1303287	1481640	1687385	4.6	4.2	3.7

Source: Statssa Census 2011

The dominant home language is Isi Xhosa, isiHlubi, seSotho, Afrikaans and English. A larger part of isiHlubi speakers can be found around the Sterkspruit area.

Rural vs. Urban Population

According to the 2001 Census 86% of households are rural in nature. Whilst it is difficult to determine this figure with any accuracy from the 2011 census, indications are that it is at least around 70 %.

This dynamic is shifting with the phenomenon of urban in migration occurring in Senqu Local Municipality. The majority of which is situated around the town of Sterkspruit (SDF 2012). This simply means that people are moving to live in villages which are expanding towards the urban centre of Sterkspruit. The concept of a rural countryside with scattered homesteads is disappearing to be replaced by many villages growing towards each other creating rural urbanisation.

There is an also an out migration of people both out of the rural areas to the urban areas and from JGDM to other districts. An inward migration from Lesotho to Mt Fletcher and Sterkspruit is also being experienced (Joe Gqabi WSDP 2010).

POPULATION BY RACE AND SEX

The male to female ratio has remained stable at 88. Males make up 46.8 % of the total population which means that females make up the majority of the population.

Table 3: Sex ratio 1996, 2001 and 2011.

Municipality	Male			Female			Sex ratios - no of males per 100 females		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	150341	159192	165443	177657	182557	184325	85	87	90
Elundini	60613	63090	65482	74275	74304	72658	82	85	90
Senqu	60936	63709	62804	70322	72025	71346	87	88	88
Maletswai	14751	1701	20735	17491	19806	23065	84	88	90
Gariep	14041	14892	16420	15569	16422	17256	90	91	95
EC Total	2840235	2906521	3089701	3307009	3372130	3472353	86	86	89

Source: Statssa Census 2011

In terms of wards – Ward 2 is the most populous ward followed by ward 10 which includes the town of Sterkspruit. Ward 2 also has the biggest gap between male and female populations.

Table 4: Ward Population breakdown by sex

Ward	Villages	Total Ward Population		
		Male	Female	Total
EC142 Senqu		62804	71346	134150
Ward 1	Mbobo, Bhikizana, Walaza, Ndofela	3156	3491	6646
Ward 2	Storomo, Ndingishe, Makalalakeng, Gcina, Qhimira	5462	6394	11856
Ward 3	Makalalakeng, Hohobeng, Ekra, Qhoboshane, Zwelitsha	2484	2895	5379
Ward 4	Mkunyazo, Boomplaas, Hilside, Mfinci, Penhoek, Maqolwaneni	2343	2683	5026
Ward 5	Bebeza, Makhumsha, Mabele, Dangershoek, Nomlengana	2290	2776	5066
Ward 6	Mpoki, Musong, Dulciesneck, Majuba, Ndungunya, Rietfontein, Bultfontein	2948	3690	6638
Ward 7	Macacuma, Thaba-Lesoba	3219	3937	7155
Ward 8	Mokhesi, New Rest, Tapoleng, Mogoabong	4575	5378	9953
Ward 9	Ngquba, Kromspruit, Lipota, Mlamli, Hinana, Mapolo	3145	3721	6866
Ward 10	Makhetheng, Zwelitsha, Sterkspruit, Tienbank, Matlapaneng	4153	4900	9053
Ward 11	Herschel, Ndilinkonzo, Entsimekweni, Skhisazana, Ezintatyameni, Bluegums, Meyi	3576	4218	7794
Ward 12	Manxeba, Hlomendlini, Magadla, Jozanas Nek, Jozana's Hoek, Magwiji	2653	2967	5621
Ward 13	Coville, Zava, Naledi, Khiba, Nkopane, Mbonisweni, Mdlokovana	3152	3511	6663
Ward 14	Khwezi Naledi, Lady Grey town, Transwilger	3374	3740	7115
Ward 15	Rossouw, Clifford, New England, Phelendaba, Zingxengele, Mission, Rockcliff Clinic, Ntaba Mhlope, Sijhora	3384	3101	6485
Ward 16	Rhodes, Mosheshesford, Tantalion, Persiville, Nkululeko	2998	2780	5778
Ward 17	Sunduza, Bensonvale, Top Tapoleng, Masekeleng, Voyizana, Joveloni	3160	3622	6782
Ward 18	Esilindini, Bamboespruit	2827	3210	6037
Ward 19	Luama Hlanjwa, Barkly East Town, Fairview, Nozicikwana	3906	4332	8238

Source: Statssa 2011

GENDER, RACIAL AND AGE DISTRIBUTION

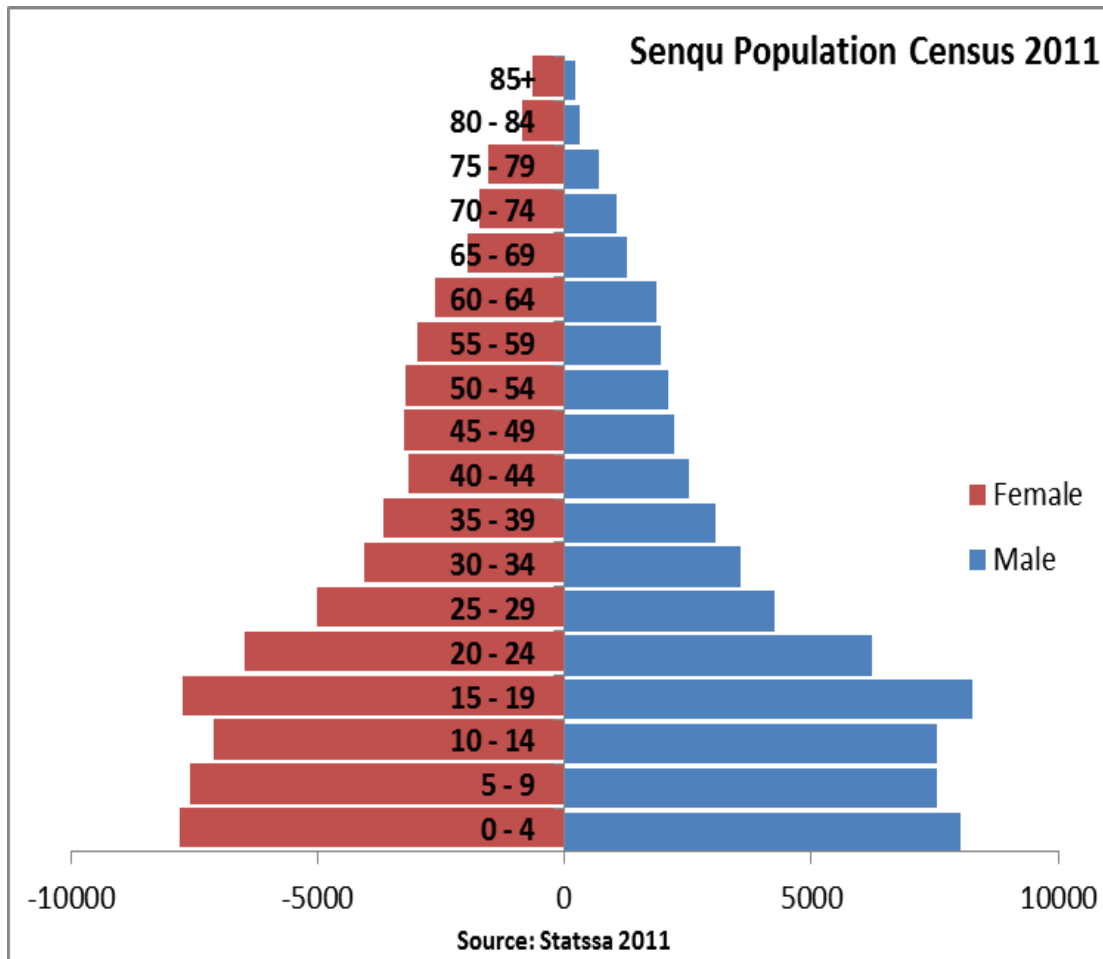


Chart: 1 Population pyramid

Approximately 34 % of the municipal population falls in the below 15 years age group. This is a drop of 4 % from 2001. 58.3 % of the population fall within the 20-65 age category which can be seen as the economically active sector of the population (Statssa census 2011). This suggests continuing population growth in the area with a need for educational facilities and a focus on education and skills training (SDF 2011). The age group 65 and above has grown slightly from 7.5 % (2001) to 7.7 % (2011). The percentage of the dependant population and elderly is just over 40 % which should indicate that the population is able to support itself. This is borne out by the fact that the dependency ratio has dropped from 83.5 % (2001) to 71.4 % in 2011.

Table 5: Dependency ratios

0-14			15-64			65+			Dependency ratios		
1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
55079	51591	45577	67083	73958	78245	8356	10185	10328	94	83.5	71.4

Source Statssa 2011

The amount of males per 100 females has decreased slightly from 88.5 in 2001 to 88 in 2011. This may be ascribed to migrant and commuter labour which has resulted in many households having a woman as the head of the household and the chief breadwinner living away from the home. These impact on the type of development that may occur, especially with regards to manual labour-type employment (SDF 2011). The good news is that female headed households have dropped from 52.2 % (2001) to 50.5 as can be seen in the table below (2011).

Table 6: Female headed households

Municipality	1996		2001		2011		% of Female headed households		
	Women headed H/H	Total H/H	Women headed H/H	Total H/H	Women headed H/H	Total H/H	1996	2001	2011
Joe Gqabi	38205	71084	43651	84835	47646	96645	53.7	51.5	49.3
Elundini	17675	29533	18610	33209	19418	37293	59.8	56	52.1
Senqu	15514	28018	17696	33904	19077	37754	55.4	52.2	50.5
Maletswai	2631	6978	4160	9488	5243	11909	37.7	43.8	44
Gariep	2385	6556	3185	8234	3909	9699	36.4	38.7	40.3
EC Total	646164	1301964	754023	1481640	825846	1664654	49.6	50.9	49.6

Source: Statssa 2011

It should be noted that child headed households have also dropped. However this statistic should be treated with caution as these households tend to shy away from officialdom.

Table 7: Child headed households

Municipality	1996			2001			2011		
	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H
Joe Gqabi	2214	71162	3.1	1759	84835	2.1	1176	97775	1.2
Elundini	1103	29549	3.7	781	33209	2.4	540	37854	1.4
Senqu	915	28056	3.3	804	33904	2.4	503	38046	1.3
Maletswai	95	6990	1.4	109	9488	1.1	78	12105	0.6
Gariep	101	6587	1.5	64	8234	0.8	55	9770	0.6
EC Total	29900	1303287	2.3	19210	1481640	1.3	16712	1687385	1

Source: Statssa 2011

In terms of race the Black African population are in the majority. In fact over 90 % of the population are Black African followed by Whites who are just slightly higher than the coloured population. This indicates that the municipality must ensure that the majority of its communication to the public is in the relevant African languages apart from English and Afrikaans.

Table 8: Race Groups by sex

	Male	Female	Grand Total
Black African	60925	69619	130544
Coloured	792	818	1609
Indian or Asian	199	62	261
White	756	776	1532
Other	133	71	204
Grand Total	62804	71346	134150

Source: Statssa 2011

POPULATION PROJECTIONS

Between out migration and HIV/Aids, there is a decrease in the population growth rate of the area. From 1996 to 2001 there was a positive growth rate of 0.67. This has decreased to -0.12 from 2001 to 2011 (Statssa, Census 2011)

Table 9: Population growth rates

Municipality	Total population			Pop growth rate 1996-2001	Pop growth rate 2001-11
	1996	2001	2011		
Joe Gqabi	327998	341750	349768	0.8	0.2
Elundini	131888	137394	138141	0.4	0.1
Senqu	131258	135734	134150	0.7	-0.1
Maletswai	32242	37307	43800	2.9	1.6
Gariep	29610	31314	33677	1.1	0.7
EC Total	6147244	6278651	6562053	0.4	0.4

Source: Statssa 2011

According to the DBSA (Provincial Population Projections, 2000) projected population growth rate for Senqu will vary depending on a High Population Growth Rate (HPGR) scenario that does not take the impact of HIV & Aids into account as opposed to a Low Population growth Rate (LPGR) that does take HIV & Aids into account. The table outlining the different scenarios is contained below.

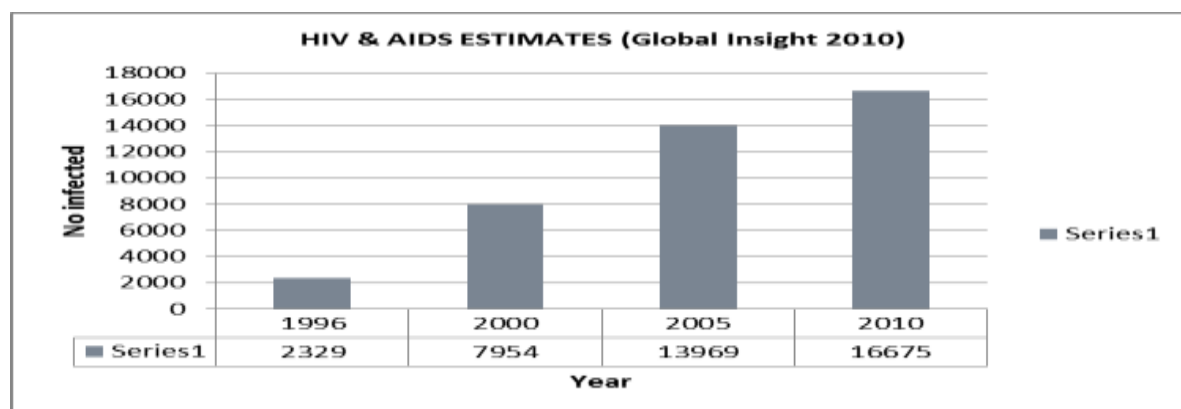
Table 10: indicating projected population growth

	Projected population	
HPGR @ 2,21 % 2001 to2006	137,307	141,615
LPGR @ 0,95% 2001 to2006	137,307	139,113
HPGR @ 2,02% 2006 to 2011	141,615	145,991
LPGR@0,31% 2006 to 2011	139,113	139,723

Source: (DBSA 2000)

HIV & AIDS INFECTION RATE ESTIMATES

Chart 2: HIV & AIDS Estimates



Source: Global Insight 2010

HIV & Aids infection rate has increased slightly but if you take it that 16 675 out of estimated population of approximately 145,991 are infected, then the measures taken to decrease the infection are having an effect. The total rate of infection for the DM as a whole is 18 % (JGDM HIV & AIDS Outreach 2012).

POPULATION DENSITY

The population density for Senqu Municipality is estimated at 16.12 persons per km squared (SDF 2011). The major population density is around Sterkspruit with much of the total population living in the Sterkspruit sub-region (SDF 2011). This is due to the fact that this area is the former Transkei Homeland where Black Africans were forced to live under Apartheid. The less denser population areas are essentially commercial farmland. From a strategic perspective therefore it may be developmentally wise to focus on higher level investment in housing, social and services infrastructure in this area as this is where there will most likely be optimum usage of resources, benefitting the greatest number of people. The majority of the Senqu population reside in rural areas. This includes rural villages and farm households.

MIGRATION PLAN

Senqu municipality has no migration plan in place as funding still has to be sourced for this. This does have to be addressed as the municipality borders on the Kingdom of Lesotho and has many illegal aliens who reside within the municipal area. The municipality is looking at partnerships with government departments on how to address this issue as it is both a problem in that resources are drained and no taxes paid but also an opportunity in terms of trade and skills being imported into the region.

Another in-migration which is occurring is that of Bangladeshi and Chinese nationals who run and operate many of the small shops in rural areas. This does create problems when they rent or run shops out of RDP houses. The money generated by them does not return to the economy, as in general they either buy in bulk from Lesotho or in Bloemfontein. The Departments of Trade and Industry, Home Affairs and SARS need to assist the municipality in ensuring that the region benefits from these economic activities. It needs to be noted that these shop keepers are a boon to local communities as they provide a service which the community would otherwise be forced to travel long distances to access.

POPULATION CONCERNS

The municipality has a very high youthful population which indicates a high need for employment. There is also a greater need for secondary and tertiary education in the region. However the only tertiary opportunities are offered outside the region. The traditional employment opportunities in agriculture and the commercial sector for low skilled workers do not appeal to the better educated and more global orientated youth of today. This is why the municipality in its LED strategy is aiming to develop entrepreneurs in various service sectors in order to cater for this gap. However greater assistance is required from the Department of Education and Higher Education to provide the necessary skills and institutions to build the entrepreneurial mind set.

The other population concern is that of the influx of Lesotho citizens. The border is porous and there has always been traditional movement between the two countries unhindered by border posts. As a result there is a greater demand for educational, health and housing. Thus all of these departments come under pressure to provide services for persons who have been born in South Africa and lived here but without any documentation. In a sense these people are not foreigners but are in fact South Africans. Their illegal status causes many social problems for them and their families and the Department of Social Development is often faced with abandoned children without papers.

INCORPORATION OF POPULATION ISSUES INTO PLANNING

The municipality needs to undertake a study on how the main population issues of unemployment and HIV and AIDS are impacting on service delivery issues. The rise in child headed households caused by the factors mentioned previously have an impact on the appropriateness on the type of services rendered like RDP house standards. However in general the municipal sector plans reflect the main population concern of a youth mainly female headed household concern

MILLENNIUM DEVELOPMENT GOALS

GOAL 1: ERADICATE EXTREME POVERTY & HUNGER

- Target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day
- Target 1 B: Achieve full and productive employment and decent work for all including women and young people
- Target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from hunger . Although poverty is diminished due to the emergence of the various government grants; not all households are accessing the grants and employment is not increasing. The municipality is trying to improve employment opportunities in rural areas by labour intensive infrastructure projects and creating partnerships with potential investors.

GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION

- Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling. Senqu meets this goal however more effort needs to be focused on ensuring that learners continue with education beyond primary school.

GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER MENT

- Target 3.A: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015. For girls in some regions, education remains elusive and poverty remains a major barrier to education, especially among older girls. In addition the problem of teenage pregnancy adds to the problem

GOAL 4: REDUCE CHILD MORTALITY

- Target 4.A: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate. Child deaths are falling, but not quickly enough to reach the target. Revitalizing efforts against pneumonia and diarrhoea, while bolstering nutrition could save millions of children

GOAL 5: IMPROVE MATERNAL HEALTH

- Target 5.A: Reduce by three quarters the maternal mortality ratio. This is being met due to the primary health programme run by the Department of Health.
- Target 5.B: Achieve universal access to reproductive health . More women are receiving antenatal care.

GOAL 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASE

- Target 6.A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS. The spread of HIV appears to have stabilized in most regions, and more people are surviving longer.
 - Target 6.B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it. The use of anti-retrovirals and access to them at all clinics has helped towards meeting this goal.
 - Target 6.C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases. Malaria is not a problem in the region but the knowledge and treatment of TB remain a challenge.
-

• GOAL 7: ENSURE ENVIRONMENTAL SUSTAINABILITY

- Target 7.A: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
 - Target 7.B: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss. The municipality is attempting to achieve the above 2 targets but due to limited resources and lack of personnel it faces great difficulty.
 - Target 7.C:
Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation. The municipality is on track to meet this target although this is the function of the Joe Gqabi District Municipality.
 - Target 7.D: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers. The municipality is achieving this through the building of several 100 houses in conjunction with the Department of Human Settlement.
-

GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT. This is an international goal and can only be done by National government.

CONCLUSION

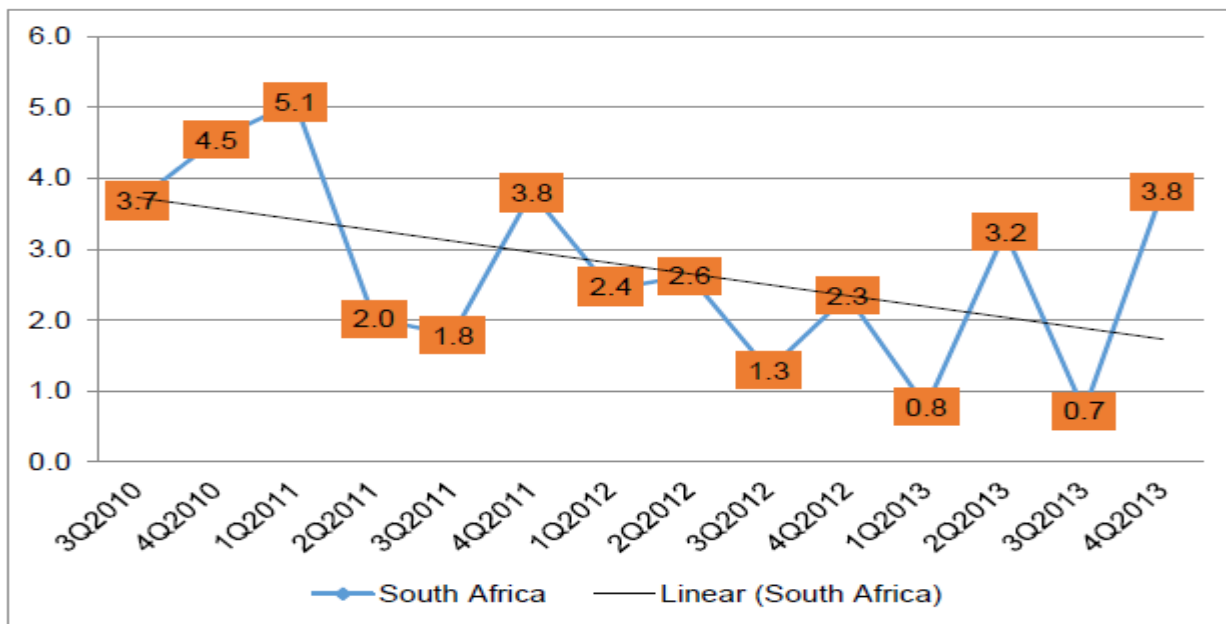
The implications of the population studies of Senqu indicate a youthful population with low skills levels and high unemployment. The majority of the population live in rural villages and rely on social grants. There is high migration to the more urban areas inside and outside the municipality for employment and educational opportunities. The high out migration to areas outside the municipality has an annual season with persons returning for Easter and Christmas holidays. Persons also tend to return to the traditional areas when they are faced with illnesses that require high caring from relatives.

CHAPTER TWO: SOCIO – ECONOMIC AND LED ANALYSIS

ECONOMIC OVERVIEW

In Q4 2013, economic activity in South Africa increased significantly to 3.8% quarter on quarter (QoQ), bouncing back strongly from a very low quarter 3 performance of only 0.7%. Q3 2013 was the lowest growth achievement since the 2009 recession. The figure below illustrates that South African growth has been very unstable over the past twelve months, with no clear trend line.

The largest contributors to the growth of 3.8% in Q4 2013 were the manufacturing sector (2.1 percentage points based on growth of 12.3%); mining sector contributing 0.9 of a percentage point based on growth of 15.7%; and finance sector contributing 0.4 of a percentage point based on growth of 1.5%. Whereas the electricity sector was the only sector that contributed negatively towards GDP. However, year on year (YoY) GDP growth for Q4 2013 was 2.1% YoY, compared to 1.8% in the previous quarter (ECSECC 2013).



Source: Statistics South Africa, 2014

Chart 3: Annualised GDP growth in South Africa at constant 2005 prices (Q1 2008 – Q4 2013)

Growth in economic activity in the Eastern Cape over the past year has been unstable. The year 2013 started with a zero percent growth in Q12013, improved to 3.6% in Q2 2013, dropped to -0.3% in Q3 2013 and ended on 3.0% in the last quarter of 2013. The main contributors to the growth of 3.0% in Q4 2013 were the manufacturing sector (2.4 percentage points based on growth of 14.1%), and the trade and finance sectors (which each contributed 0.2 of a percentage point based on growth of 1.2% and 0.9% respectively). YoY GDP growth for the province was constant at 1.5% in Q4 2013 compared to the same growth rate in the previous quarter. This good performance experienced by this economy in Q4 2013 was mainly due to bouncing back of the manufacturing sector which had experienced a negative growth rate in the previous quarter (ECSECC 2013).

ECONOMIC INDICATORS

The Senqu **local economy** generates around one quarter (25.7%) of total District GVA, representing the second largest contribution after Elundini (39.0%) and being closely comparable to Maletswai share (24.3%) of the JGDM economy. From 2000 to 2010, the local economy has grown at an average rate of 3.0%pa, while the District and provincial economies has averaged 5.6%pa and 3.2%pa, respectively, over the same period. In respect of total **formal employment** in the District, Senqu makes a relatively higher contribution (27.9%), again ranking second to Elundini (36.7%) and above the contributions of Maletswai (22.2%) and Gariep (13.2%).

Table 11 : Summary of Local Economic Indicators, 2000-2010

GVA at basic prices (R'm) (Constant 2005 prices)	District Share of EC (% 2010)	Senqu Share of DM (% 2010)	Senqu Share (% 2010)	Shift in Share of DM (2000- 10)	Growth (%pa) (2000- 10)	GPI (2000-10)	LQ (2010)
TOTAL	3.61	25.74	100.00	-7.16	3.03	78.24	1.00
Primary: Total	7.94	30.27	5.74	-1.23	-3.17	96.09	1.18
Agriculture, forestry & fishing	8.09	29.56	5.46	-1.52	-3.24	95.11	1.15
Mining & quarrying	4.66	55.65	0.29	11.02	-1.87	124.69	2.16
Secondary: Total	2.68	20.50	11.98	-9.30	5.47	68.79	0.80
Manufacturing: Total	2.22	20.95	8.17	6.74	6.55	75.66	0.81
Utilities: Total	5.09	13.11	0.79	-30.76	-6.32	31.14	0.51
Tertiary: Total	3.73	26.45	82.28	-7.07	3.34	78.92	1.03
Trade: Total	3.14	19.88	9.01	-12.04	-4.03	61.99	0.77

Transport: Total	2.89	20.45	5.62	-4.67	4.60	72.50	0.79
Finance: Total	4.42	24.97	27.86	1.47	12.72	84.23	0.97
Services: Total	3.70	31.42	39.79	-3.30	1.69	87.07	1.22

Source: Global Insight 2010

Economic Growth, Structure and Sectors

The **tertiary sector** contributes the greatest share of GVA (82.3%) and formal employment (68.8%) to the Senqu local economy. As reflected in the above table, the Senqu economy claims a comparative advantage in the primary sector, with a location quotient (LQ) of 1.18, where both Agriculture (LQ: 1.15) and particularly Mining (LQ: 2.16) are claimed as advantages.

The local economy further claims a **comparative advantage** in the tertiary sector, with a modest location quotient of 1.03, principally owing to the relative strength of the Community (LQ:1.20) and General Government (LQ:1.23) Services. While no comparative advantage in the secondary (LQ: 0.80) sector emerges, several **Manufacturing sub-sectors are claimed as advantages**, notably the Radio and instrumentation (LQ: 3.88) and Furniture and other manufacturing (LQ: 2.65) industries, with less pronounced advantages (LQs) also claimed for the following manufacturing sub-sectors: Electrical machinery and apparatus (1.86); Petro-chemical products (1.72); Transport equipment (1.08); and Textiles, clothing and leather goods (1.02).

Community services and General government (Services) accounts for the bulk (39.8%) of local GVA and for 37.4% of all local formal employment. The dominance of Services contributes to the concentration of the local economy (Tress Index: 63.48), as well as of the District economy which has a tress index of 58.28. Given that diversification is essential for a robust and resilient economy, the promotion of economic development across a range of sectors, away from the current concentration on Services, will mitigate against negative seasonal or sectoral impacts.

Chart 4: Employment by Main Sector and area, 2010 Global insight 2010

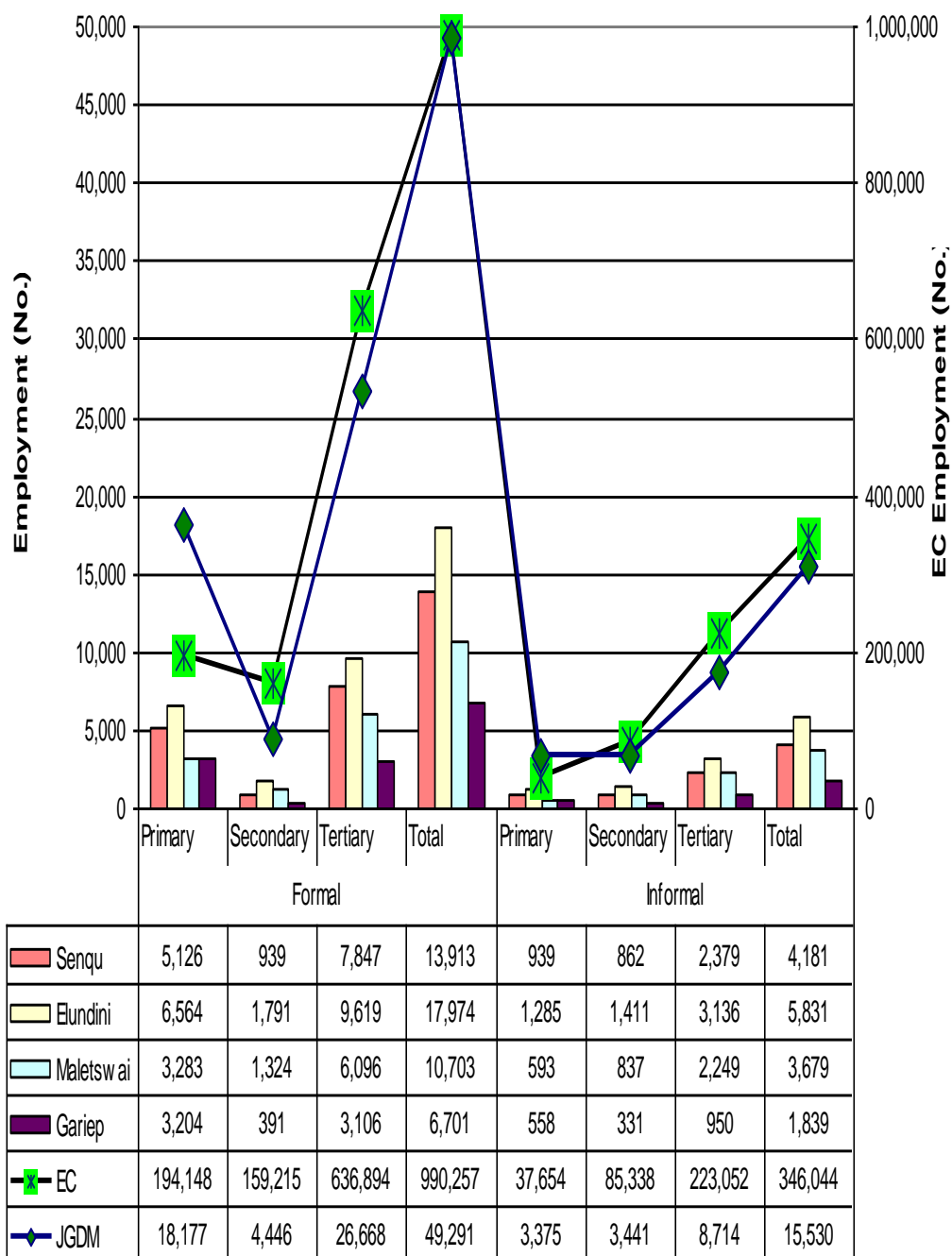
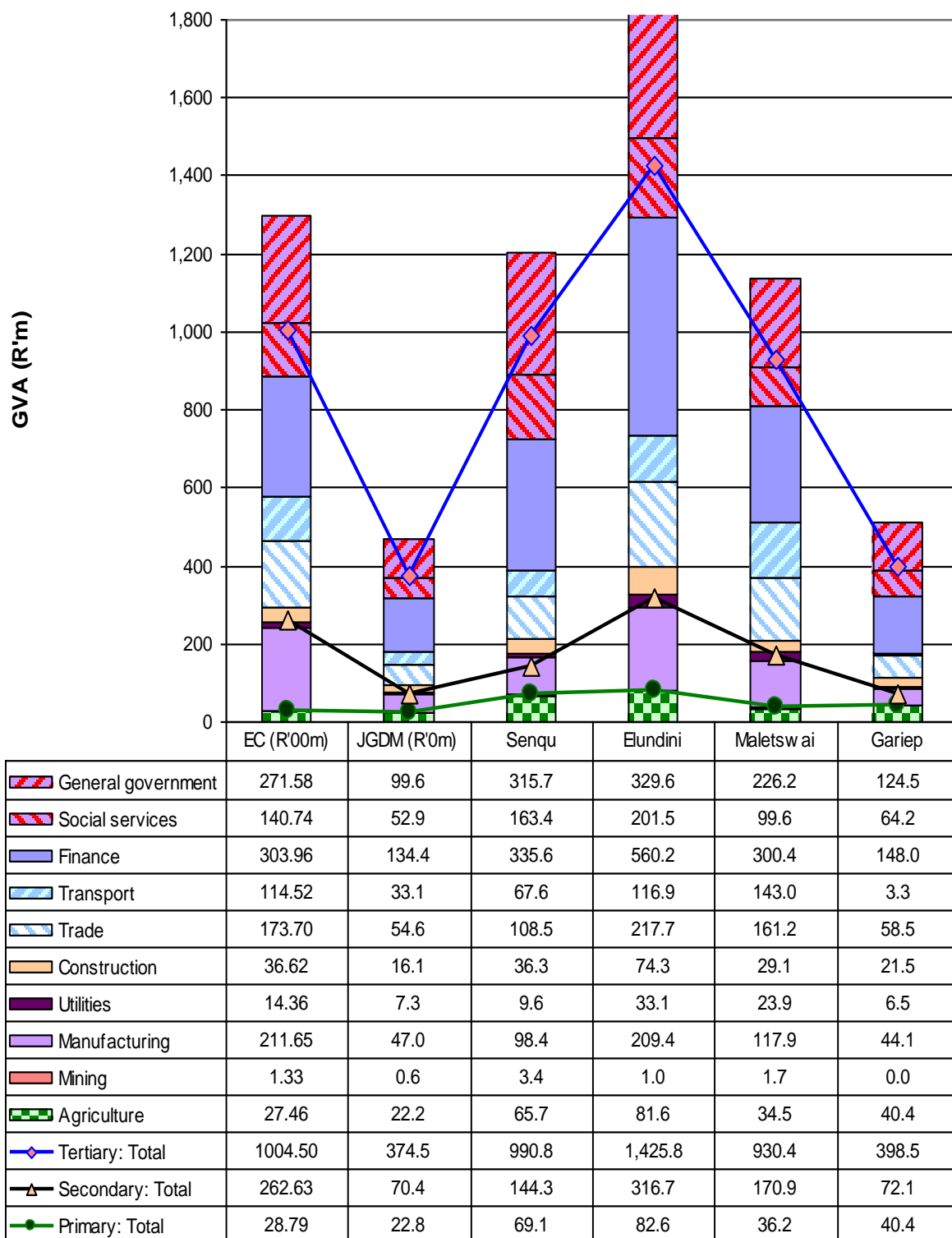


Chart 5: GVA by Formal Sector and area, 2010



Considering **treess indices** for Senqu, from 1995 (63.60), through 2000 (63.41) and 2005 (61.47), the local economy was becoming less concentrated (more diversified), but has since reversed that trend to become more concentrated (63.48) in 2010. This reversal arguably owes to the continued dominance of Services coupled with the increased prominence of a second sector, namely Finance (27.9%). The only other sectors to have increased their share of GVA contribution to the local economy, from 2005 to 2010, are Manufacturing, from 7.1% to 8.2%, and Construction, from 2.2% to 3.0%. **The Finance sector** has grown, since 2000, to displace both Community services (13.6%) and General Government (26.2%) as the largest sectoral contributor (27.9%) to Senqu GVA in 2010, although Services (considering both Community and Government sectors together) does retain its overall dominance in the local economy. The profile of formal employment differs from that of GVA, where Services is marginally dominant in Senqu (37.4%) and Maletswai (30.8%), followed closely by Agriculture at 36.3% and 30.4% respectively. By contrast, Agriculture dominates formal employment in Elundini (36.3%) and particularly Gariep (47.6%), followed by Services at 30.6% and 29.7% respectively.

Finance, like Services, is not strictly a driving sector in that no new productive value is generated, although both can play significant roles, as services, in facilitating (or limiting) an enabling environment conducive to local economic development. Beyond these dominant service-related sectors, potential local economic drivers emerge as Mining and quarrying together with the Manufacturing sub-sectors of Electrical machinery and Transport equipment. The latter industries emerge as leading (GPI >100) comparative advantages (LQ >1; positive shift in share) and further claim higher than average growth rates, with the notable exception of Mining. Agriculture, while being claimed as a comparative advantage (LQ: 1.15), emerges as a lagging sector (GPI: 95.11) and reflects negative growth (-3.2%pa) as well as relative loss in share (-1.5%) of the District economy.

While **Mining** emerges as a relatively significant economic sector in terms of performance, no corroborating information regarding mining, quarrying or related activities, such as sand-winning, is found in the Senqu IDP (2011). Mining generates a comparatively small contribution to both GVA (0.3%) and formal employment (0.5%) in Senqu, but does emerge as a leading (GPI: 124.69) comparative advantage (LQ: 2.16; 11.0% shift in share) in the District.

The other primary sector of **Agriculture**, in spite of a lagging performance (GPI: 95.11) and negative shift in share (-1.52%), makes a relatively significant contribution to local GVA (5.5%) compared to the District (4.8%) and particularly the Province (2.1%). Moreover, Agriculture's contribution to formal employment in Senqu (36.3%) and in the JGDM (36.6%), contrasted with 19.3% provincially, represents more than one third of local formal employment. Further, Senqu is characterised by a strong presence of subsistence agriculture, which does not contribute directly to the formal economy but does enhance local food security and survivalist economics at household level, and further presents opportunities for skills development and growth in small-scale agricultural development.

The Senqu IDP (2011) notes that commercial farming is mainly in small stock (sheep and limited numbers of goats) together with some cattle farming. Limitations to commercial agricultural development, beyond the predominance of subsistence agriculture, lie in the limited extent of arable land in Senqu – one of the most degraded areas in South Africa – although intensive production of selected fruit with related processing and packaging opportunities, as well as marginal production of dry beans and grain sorghum, have been identified for Senqu. (JGDM 2010; UKDM 2009)

The District LED Strategy (UKDM November 2009) identifies **route tourism** as a significant opportunity for the District as a whole, where Senqu is presently the most developed tourism destination and where eco and adventure tourism offer the greatest potential for further development. Furthermore, Tourism was identified as a leading product for the Senqu local economy in 2004 (ECO 2006), with scenic beauty, hiking and wildlife attractions, and trout fishing, together with South Africa's only ski resort at Tiffendell. Along the tourism value chain there is potential for developing SMMEs, particularly in respect of small scale accommodation facilities and tourism products and services, including crafts and entertainment and guiding. A further local economic opportunity relates to local procurement in respect of services, products and supplies such as furniture, bottled water and services such as repairs and maintenance.

The Senqu IDP (2011) **identifies Agriculture and Tourism** as the major economic drivers of the local economy. Conventional and traditional agricultural practices may offer limited returns, recognising the local environmental limitations; However, alternative intensive practices, notably hydroponic production, can be exploited, particularly where enabled by good water quality. Where such is realisable, further advantages required for exploiting growth in intensive agricultural production include marketing together with reliable and affordable transport, as well as

quality food hygiene packaging and processing processes that conform to national, and ideally international, standards.

Tourism does emerge as a key potential economic sector, and economic driver, particularly with the inclusion of the country's only ski resort, Tiffendell. The Senqu IDP (2011) notes that mountain tourism is the most active tourism node, albeit seasonal in nature with strong winter adventure tourism and with Tiffendell ski resort being the "key pin" with linkages to the Rhodes, Barkly East, Maclear, Ugie and Lady Grey areas. Tourism is not a distinct economic sector but a consumption-based service industry that encompasses many different economic activities. As a general rule, tourism figures are included within the tertiary sector, particularly Trade (Wholesale and retail trade, and Catering and accommodation) which generates 9.0% GVA (8.6% trade; 0.4% catering) and 9.7% formal employment (8.8% trade; 0.9% catering) in 2010. However, the Trade sector has declined over the past 10 years in respect of GVA (-4.0%pa) and formal employment (-2.5%pa). Informal sector 'employment' in Trade has also declined (-0.5%pa) although this decrease applies to the catering sub-sector (-10.4%pa), whereas the trade sub-sector has grown (0.1%pa) and now accounts for around one third (33.5%) of all informal 'employment'.

EMPLOYMENT

The structure of the local economy in respect of formal employment has undergone some shifts from 2000 to 2010. Services remains dominant and Utilities and Mining remain as the least prominent employers. Agriculture has shifted from being the largest employer (46.9%) in 2000 to being second-largest (36.3%) in 2010. The most significant growth is seen for the Finance sector, increasing from 2.9% to 7.5% formal employment over the last decade (7.5%pa). Positive growth is further recorded for the Mining (6.7%pa) and Manufacturing (5.9%pa) sectors. However, employment in Mining remains marginal, increasing from only 40 to 76 workers, from 2000 to 2010. Manufacturing employment increases from 267 to 471 workers over the same period. Further, all manufacturing sub-sectors have seen positive rates of growth in formal employment, which is also seen for the sector's GVA contribution in 2010.

Formal employment and GVA contributions, by sector, are reflected in the tabulated figures with greater detail for the local economy, by sector, summarised below.

Table 12: Senqu Formal Employment and GVA Contribution (2010) and Growth (2000-2010)

Sector	GVA (Current Prices) Contribution			Formal Employment Contribution		
	R'm	(%)	%pa (2000-10)	No.	(%)	%pa (2000-10)
Primary: Total	69.1	5.74	-3.17	5,126	36.85	-4.64
Agriculture	65.7	5.46	-3.24	5,051	36.30	-4.74
Mining	3.4	0.29	-1.87	76	0.54	6.66
Secondary: Total	144.3	11.98	5.47	939	6.75	0.72
Manufacturing	98.4	8.17	6.55	471	3.39	5.85
Utilities	9.6	0.79	-6.32	34	0.25	-7.00
Construction	36.3	3.01	9.87	434	3.12	-2.10
Tertiary: Total	990.8	82.28	3.34	7,847	56.40	-0.66
Trade	108.5	9.01	-4.03	1,347	9.68	-2.47
Transport	67.6	5.62	4.60	255	1.84	-0.65
Finance	335.6	27.86	12.72	1,042	7.49	7.45
Community Services	163.4	13.57	2.51	2,455	17.64	-1.85
General Government	315.7	26.22	1.30	2,748	19.75	-0.59
TOTAL	1,204.2	100.00	3.03	13,913	100.00	-2.27

Source: Global Insight 2010

Informal sector data is notoriously unreliable and, by its very nature, not conducive to quantification. Drawing on available estimates, informal sector 'employment' in Senqu is concentrated in the tertiary sector (56.9%), centred on Trade (34.7% - 33.5% trade; 1.2% catering), followed by Agriculture (22.5%), Construction (15.6%), then Community, social and personal services (15.0%). Growth in informal sector 'employment', at -0.5%pa, is similarly negative albeit less considerable than that in the formal sector (-2.3%pa), from 2000 to 2010. The top performing sectors in terms of local informal employment growth are Finance (16.0%pa), Manufacturing (8.6%pa), Transport (7.9%pa) then Construction (6.5%pa).

Small Business Sector

According to the Joe Gqabi SMME Survey (3Sixty, 2010), the Senqu small business community is characterised by the following trends:

- 72% are in trade/ tourism sector following by agriculture (16.7%)
- Only 22.2% are VAT registered
- Only 22.2% are Income Tax registered
- More than 50% sole traders followed by Coops 22.2%
- About 83.3% employed less than 5 people
- Only 33.3% had a valid business plan
- Only 38.9% had received a pre-start up training

- About 50% required advice, training and business plan support
- 55.6% do not know where to get business support and advice
- 72.2% are not members of an association
- Only 16.7% participate in DM procurement database
- 77.8% believe procurement access is not easy
- Only 50% of Senqu SMMEs are registered in Senqu supplier database

This indicates a sector that is highly vulnerable, informal and in need of a stronger support system if any meaningful growth is to be realised.

COMPARATIVE AND COMPETITIVE ADVANTAGES

• Basic Services and Infrastructure

The local municipality performs above District average in respect of access to all **basic services** but refuse removal, where only 13.45% households in Senqu enjoy regular municipal refuse collection services. The majority of Senqu households enjoy access to the RDP minimum levels of basic services in respect of housing (95.16%), energy (66.28%) and sanitation (56.13%). In Senqu's favour is the considerable allocation of local government equitable share, at R79.2m in 2011/12, which equates to around R627 per capita. The provision of regular water supplies is however a challenge due to illegal connections

• LED Support System

The Senqu Municipality has a dedicated LED Unit located within its planning department. The Unit is responsible for coordination and facilitation of LED processes in Senqu as well as advise Council on LED matters. The LED Unit is not fully staffed and its capacity needs to be increased.

Senqu is one of the key partners of the Joe Gqabi Economic Development Agency (JoGEDA) which is tasked to drive special economic development projects on behalf of the district municipality and the four local municipalities in Joe Gqabi. With respect to Senqu, the Agency has prioritised commercial property development and plastic manufacturing as its immediate flagship projects. Its other partners are the local tourism organization (Senqu Tourism Association) and the Small Enterprise Development Agency (SEDA) which provides support services to tourism enterprises and other small businesses in the area. The capacity and programmes of both organizations need up-scaling through the provision of additional human and financial resources to reach across the municipal area. Other partners include the JGDM, ECDC, DLGTA, DEDEA and the Department of Agriculture.

•EPWP, CWP & Enterprise development

EPWP & CWP programmes are operated very effectively in the municipality. Enterprise development is however struggling as SMME's and Co-operatives struggle to become financially viable. The municipality continues however to support these initiatives through its percentages in its supply chain management policy.

•Tourism

- Scenic beauty, hiking and wildlife attractions and trout fishing.**
- South Africa's **only ski resort at Tiffendell**. Tiffendell Ski Resort is the only ski resort in South Africa and is uniquely positioned to capture the local skiing market. Opportunities exist to promote Tiffendell as a venue for international events such as the World Snowing Boarding Championships.
- Reopening of the **historic railway line** between Aliwal North and Barkly East passing through Lady Grey is also a unique development options that will attract tourists;

•Agriculture

Wool production

Agriculture is one of the major economic drivers of the local economy and considered one of the New Growth path's job drivers. In 2010/11, 46 099 196 kilograms of greasy wool was produced in South Africa. Out of this the Eastern Cape produced 14 300 585 kilograms. The Barkly East magisterial district produced 897 677 kilograms and the Lady Grey district 197 727. The entire Transkei produced 3 467 686 kilograms. In 2011/12, 44 807 741 kilograms were produced out of which the Eastern Cape produced 13 950 406 kilograms. Barkly East 876 812, Lady Grey 178, 107 and the Transkei 3,357,008 (Cape Wool production figures 2010-2012). This makes Senqu one of the largest producers of wool in the Eastern Cape. Its climate and topography makes it well suited to expand this type of farming.

Bottling of fresh spring water is a potential niche. Senqu has pure, clear water that is already being bottled on a small scale. Potential may exist for further expansion.

Strategic location and proximity to Lesotho provides development opportunities near the Telle Bridge border post as well as for the revitalisation and upgrade of Sterkspruit. These provide major tourism development opportunities for both Senqu and Lesotho.

CHALLENGES

•Geographic Challenge

The majority (86%) of the Senqu population lives in predominantly rural areas consisting of rural villages and farm households. The average population density is 3.24 households per square kilometre, lower than the district and provincial population density of 3.27 and 3.89 households per square kilometre, respectively. The population density is 17.23 persons per square kilometre - indicating that people are scarcely located, making it extremely costly and difficult to provide the prerequisite services and conditions to address unemployment and poverty.

•Dependency Challenge

For every formally employed person there are 8.08 people that depend on the same income resources in Senqu. However, despite a large potentially economic active population (57% or 72 003 people), the economy is unable to provide the required economic and employment opportunities for all these people. In the current form and conditions, the local economy can only provide employment and economic opportunities for only a quarter (25.13%) of the potentially EAP. This calls for the drastic improvement of the socio-economic conditions to ensure that more opportunities.

•Poverty Challenge

Despite experiencing positive economic growth between 2000 and 2010, Senqu's economy has been unable to create meaningful benefits for the poor. The poverty rate is 62.93% - much higher than the provincial average of 53.61%. Dependency on social grants is highest in Senqu (37.42%) compared to the district (34.46%), provincial (31.54%) and national (22.68%). Also, the state of household savings reveals a high degree of indebtedness (-R464) for Senqu which further exacerbates the poverty challenge.

Although the Municipality has and continues to support a number of poverty alleviation projects, in many instances these have not yielded much results, largely owing to poor methodologies, lack of appropriate support and institutional capacities. In many instances the impact of these poverty alleviation projects remains unknown. This is why the Municipality has prioritised a poverty alleviation strategy for the 2014/15 financial year.

•Employment Challenge

Based on the official definition, more than one third (30.34%) of the economic active group in Senqu is unemployed while the district average is 23.54%. Including those not actively seeking for work, unemployment in Senqu is as high as 65% compared to 54% and 48% for the district and Eastern Cape respectively.

Between 2000 and 2010 formal employment growth was negative at -2.27%, performing worse than the district (-1.23%) and province (-0.21%) respectively. The reason for negative formal employment growth can be attributed to:

- ❑ Poor performance of agriculture, trade and manufacturing sector;
- ❑ Over-dependency on the services sector;
- ❑ Recession and global environment.

However, also of concern is the quality of available jobs in Senqu. For example a majority of the informal and formal employment is in the Agriculture and Trade sector, if one excludes the services sector. These jobs are not high paying and therefore do not necessarily provide a good quality of life.

•Income Challenge

With about 50.25% of the households earning no income at all and 21.39% earning between R1 and R1600 per month, almost two thirds of Senqu households are indigent. Of these, more than one quarter of households (6134) earn R400 or less per month. This is indicative of Senqu's low economic base, a factor that makes it less attractive to investors. This has negative repercussions for the economy and the municipality as more and more people cannot afford to pay for their livelihoods and services.

•Literacy Challenge

Only 58.66% of the adult population can read and write compared to the provincial 66.7% and national average of 73.62%. A tenth (10.81%) of the adult population have a matric while almost 15% have no formal education. Considering that the majority of people are living in poverty, the relatively low literacy levels make it difficult to find better livelihood options.

•Skills Challenge

Majority of adult population (32.21%) are unskilled. There is a major shortage of technical skills (currently only 0.19%). However, Senqu has a relatively high proportion of professionally skilled persons (23.46%) compared to the district (15.49%) and province (13.53%). The lack of appropriate skills affects the performance of the economy, as much as it affects the delivery of basic services.

•Infrastructure and Land Challenge

While Senqu performs above district average in respect to all basic services with the exception of refuse removal where only 13.45% households are provided with the municipal refuse collection services, infrastructure backlogs remain an area of constraint that must be addressed to unlock better growth and new investments into the area. For example:-

- Extension of electrification to certain rural areas and plucking of high leakages caused by poor maintenance and aging infrastructure;
- Surfacing the 562Km gravel road backlog and improving maintenance on existing access roads and bridges;
- Improvement of waste management (backlog of 31 155 households) to address infrastructural shortages and environmental issues;

- Housing provision (backlog of 30 000 RDP houses);
- Land tenure issues, claims, rights and invasions

The effect of migration into urban areas such as Sterkspruit is also putting major strain on existing infrastructure in these areas. A more integrated approach addressing social, economic and infrastructural issues is critical.

• Land

The Senqu Municipality has communal land in the former Transkei homeland situated around Herschel and Sterkspruit, bordering on Lesotho. The land tenure in this area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTOs. The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland (Senqu SDF 2009).

The majority of the municipal land is unimproved grassland (75.6%), with only 6.6% of the area used for cultivation purposes. Approximately 13% of the surface area is classified as degraded: that is, it has previously been subjected to poor land use and management practices (e.g. overgrazing or inappropriate cultivation methods). Only 1.1% of the surface area is developed as built areas, including the urban areas of Sterkspruit, Lady Grey and Barkly East, as well as the rural settlements. Senqu has major challenges relating to land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel people are invading land and building informal settlements in order to move closer to urban amenities or receive housing with freehold tenure especially farm workers. There is also the land redistribution challenge that Senqu must meet. For example, to be able to meet the 30% redistribution target by 2014, 166 000 ha will need to be redistributed at 33 000 per annum at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010).

• Growth Challenge

Between 2000 and 2010 average growth was 3.03%. Despite outstripping the average population growth (-0.89%) for the same period, this growth has not been sufficient to cause any significant dent on unemployment and poverty. It is also far below the national target of 4% to 7% required to necessary positive employment growth. The reason for limited growth can be attributed to:

- Over-dependency of the economy on the services sector which accounts for one quarter of the total GVA and formal employment;
- Significant spending outside the Senqu area (leaking bucket phenomenon);
- Poor performance of agriculture, trade and manufacturing sectors;

- Low income levels that are not attractive for investors;
- Lack of innovative value add approach to the economy;
- Effects of recession and globalization.

SKILLS AND EDUCATION LEVELS

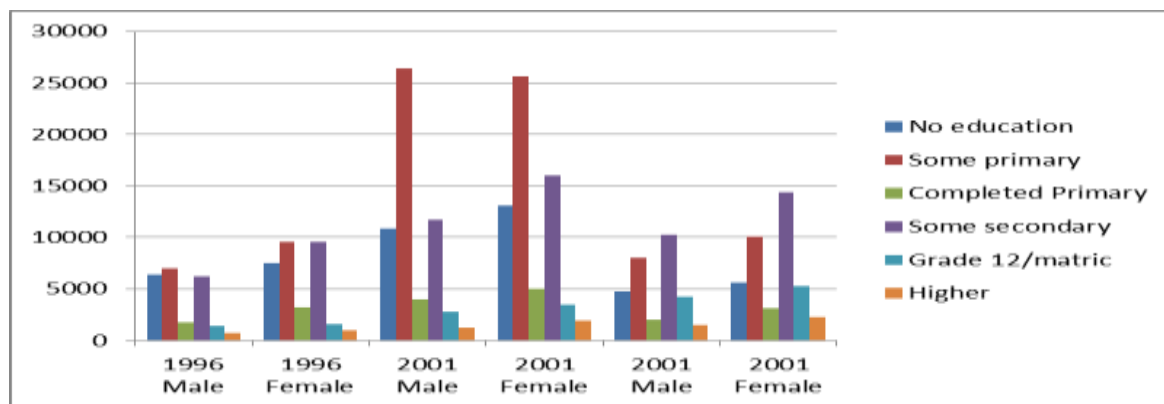
In general skills levels are low, with the majority of residents reliant on government/community services for employment or primary economic activities such as agriculture. 40 111 beneficiaries receive grants with a value of R 32 480 001 paid out monthly. It must be remembered that 41 854 people actually receive grants but as they are children only their parents are counted as beneficiaries (SASSA 2013).

Skills and Professions

An indication of **skills and professions** is afforded by the 2007 Community Survey (StatsSA 2009). Considering only the survey population for which a profession is specified, the dominant occupational group across all areas is 'Elementary', applicable to almost one third of the Senqu (32.21%) and JGDM (31.78%) economies, as well as the Elundini (32.93%) and Maletswai (32.79%) economies. The Province (24.30%) and Gariep (23.76%) reflect proportions closer to one quarter for "elementary occupations". "Professionals" are the next most prominent occupation within Senqu (23.46%) as well as for Elundini (14.36%), the District (15.49%) and the Province (13.53%). By contrast, "Skilled agricultural and fishery workers" are well represented in Gariep, while "Service workers; shop and market sales workers" are next most prominent, after elementary occupations, for Maletswai (11.91%). Service and sales workers account for around one tenth (9.71%) of Senqu professions, followed closely by "Craft and related trades workers" (8.94%) then skilled agricultural workers (8.88%), while "Technicians and associate professionals" (0.19%) are the least represented in the local economy.

About 39% of Senqu Municipality workforce is made up of elementary or unskilled workers, the largest percentage in the District. Senqu Municipality has low levels of senior management and technical staff, 3% and 4% respectively. This corresponds with low levels of educational facilities in the area and indicates a need for skills development and education programmes. SLM has the second lowest levels of education behind Elundini Local Municipality in the District, with 58.85% of the population having only received a primary school education. SLM area has 153 schools of which 68 are Primary, 17 are Secondary, 63 are Combined and 5 are ECD. SLM has the lowest levels of education, with 47% of the population having only received a primary school education as can be seen in the chart below. There is only one tertiary education facility (FET College) in the Municipality. This FET College is currently being revamped with a new campus being built at Bensonvale.

Chart 6: Education levels



Source Statssa 2011

This chart indicates that the number of illiterate people is steadily declining and the Municipality is doing well in achieving the goal of universal primary school access. It is also good to note the increase in secondary and tertiary education.

Table 13: No of persons aged 5-24 attending educational facilities

	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Attending	25766	26890	52656	27123	27336	54460	23262	21904	45166
Not attending	6110	7845	15954	7878	7546	15425	5509	6226	17735
Total	33875	34735	68610	35001	34883	69884	28771	28130	56900

Source: Statssa 2011

Attendance of educational facilities is also increasing as can be seen in the table above. An analysis of education by wards indicates that Ward 10 (Sterkspruit) has the highest number of people with tertiary education, followed by wards 8, 19 (Barkly East), 11 (Herschel) and 14 (Lady Grey). Ward 2 has the highest number of people with no education, followed by Ward 19 (Barkly East), 16 (Rhodes) and Ward 9.

EMPLOYMENT RATES

The tables below indicate that there has been a decrease in the unemployment rate to 35.5 %. However it should be remembered that the unemployment rate does not include the persons who have been looking for employment and are now discouraged. As a result the unemployment rate is actually higher. What is also a worrying factor is the high youth unemployment rate of 43.6 %.

Table 14: Official employment status Age 15-64

	Male	Female	Total
Employed	9478	8774	18252
Unemployed	4478	5559	10037
Discouraged work-seeker	3029	4372	7401
Other not economically active	18455	23034	41488

Source: Statssa 2011

Table 15: Unemployment and youth unemployment rate

Municipality	Unemployment rate			Youth Unemployment	
	1996	2001	2011	2001	2011
Joe Gqabi	51.6	53.2	35.4		
Elundini	60.5	63.7	44.4		
Senqu	59.1	54.5	35.5	63.1	43.6
Maletswai	27.5	37.4	26.7		
Gariep	34.4	43.8	25.8		
EC Total	48.2	54.3	37.4		

Source: Statssa 2011

HOUSEHOLD INCOME AND POVERTY LEVELS

Much of the Senqu population earn no income or between R 1 and R 1600 per month. The data from the Census 2011 indicates that 15.98 % of the households in Senqu earn no income and that a further 7.17% earn between R1 and R 4800 per month as can be seen in the table below Source: Statssa 2011

Table 16: Income categories

	Eastern Cape	Senqu
No income	264,309	6,081
R 1-R 4 800	98,769	2,729
R 4 801- R 9 600	165,799	4,609
R 9 601- R 19 600	384,579	10,680
R 19 601 – R 38,200	343,052	8,010
R 38 201 – R 76,400	164,896	2,756
R 76,401 – R 153,800	113,971	1,615
R 153,801 - R307,600	86,222	1,009
R 307,601 – R 614,400	46,463	380
R 614,401 – R 1,228,800	12,310	86
R 1,228.801 – R 2,457,600	3,895	51
R 2,457,601 or more	3,080	38

This poor socio –economic situation is further exacerbated by the high dependency ratio. The HDI and Gini coefficient also indicate the poor socio-economic conditions which exist in Senqu.

Table 17 :HDI

Human Development Index (HDI)				
	1996	2000	2005	2010
African	0.39	0.40	0.42	0.42
White	0.83	0.83	0.81	0.84
Coloured	0.45	0.43	0.46	0.49
Total	0.41	0.41	0.43	0.44

Source: Global Insight 2010

Table 18: Gini coefficient

Gini coefficient				
	1996	2000	2005	2010
African	0.54	0.58	0.59	0.55
White	0.59	0.54	0.49	0.42
Total	0.57	0.59	0.61	0.57

Source: Global Insight 2010

STAKEHOLDER INVOLVEMENT

The Municipality has an Economic Development Forum. The aim of the forum is to:

- Provide LED facilitation and support within the Senqu municipality
- Advise on development choices by understanding the local context enough to validate claims made about local potential
- Mobilise local stakeholders
- Facilitate local partnerships within and between local public and private organisations
- Develop an annual work plan to implement the LED strategy that is reported on quarterly
- Assist with and advise on local economic development initiatives
- Coordinate all local economic development initiatives within the municipality
- Provide information and create awareness about LED within the municipality
- Monitoring and evaluation of local economic development projects

The forum meets quarterly.

Other stakeholder forums include the LTO, small farmers association and agricultural forum. However these forums require more capacitation and engagement to keep the functioning effectively.

The municipality engages with sector departments through District Support team meetings on a quarterly basis and IDP Representative Forum meetings.

INVESTMENT ATTRACTION, SMALL TOWN REVITALISATION AND POLICY FRAMEWORK

The municipality is expending great effort to attract investors to the municipal areas by ensuring that towns are kept clean and that grass and trees are cut and pruned regularly. Senqu has won several awards in the cleanest town competition.

In addition the municipality has spent its neighbourhood development grant on beautifying the entrance to Lady Grey by planting trees and providing pathways linking the township to the CBD. The emphasis in Sterkspruit is on consolidation of neighbouring settlements into the existing town and resolving land tenure issues. A small town regeneration plan will be developed for Sterkspruit in 2014-15.

A small town revitalisation plan for Barkly East has been developed. Community parks Barkly East and Lady Grey funded by DEA will be built in 2014/15. The lack of available land is preventing the development of similar parks in Sterkspruit.

The policy framework regarding businesses is in the process of being revisited in order to determine areas of hindrance for business development. These include the bylaws on building control regulations, business and street trading, liquor trading, preparation of foods at registered private kitchens and taxi ranks and taxi ranking. This is all part of the Municipality's drive to assist the development of business in the area including the ultimate adoption of informal trading regulations and the draft trade and investment policy.

EXPANDED PUBLIC WORKS & COMMUNITY WORKS PROGRAMME

Senqu municipality has successfully implemented the EPWP programme. The objectives of the EPWP programme are as follows:

- To create job opportunities through reviewing the manner that municipalities implement existing projects/programmes
- To identify and propose programmes that will contribute to additional job creation opportunities
- To ensure that the proposed job creation programmes form part of the service delivery mandates of the municipality

These principles have been incorporated into the municipality's efforts to increase employment opportunities for its residents. Projects consist of basic road maintenance, paving of streets, picking up refuse, pothole repair and stormwater channel maintenance. Over 196 jobs were created in 2011. Future projects include maintenance of municipal property, cleaning in urban areas, stormwater management in townships and data collection. However management is currently in the process of revising the current EPWP and CWP programmes to ensure that sustainable work opportunities are created and that graduates from the programme acquire skills which increase their employment activities. The CWP programme has been increased to provide jobs for 2000 participants in 2 wards.

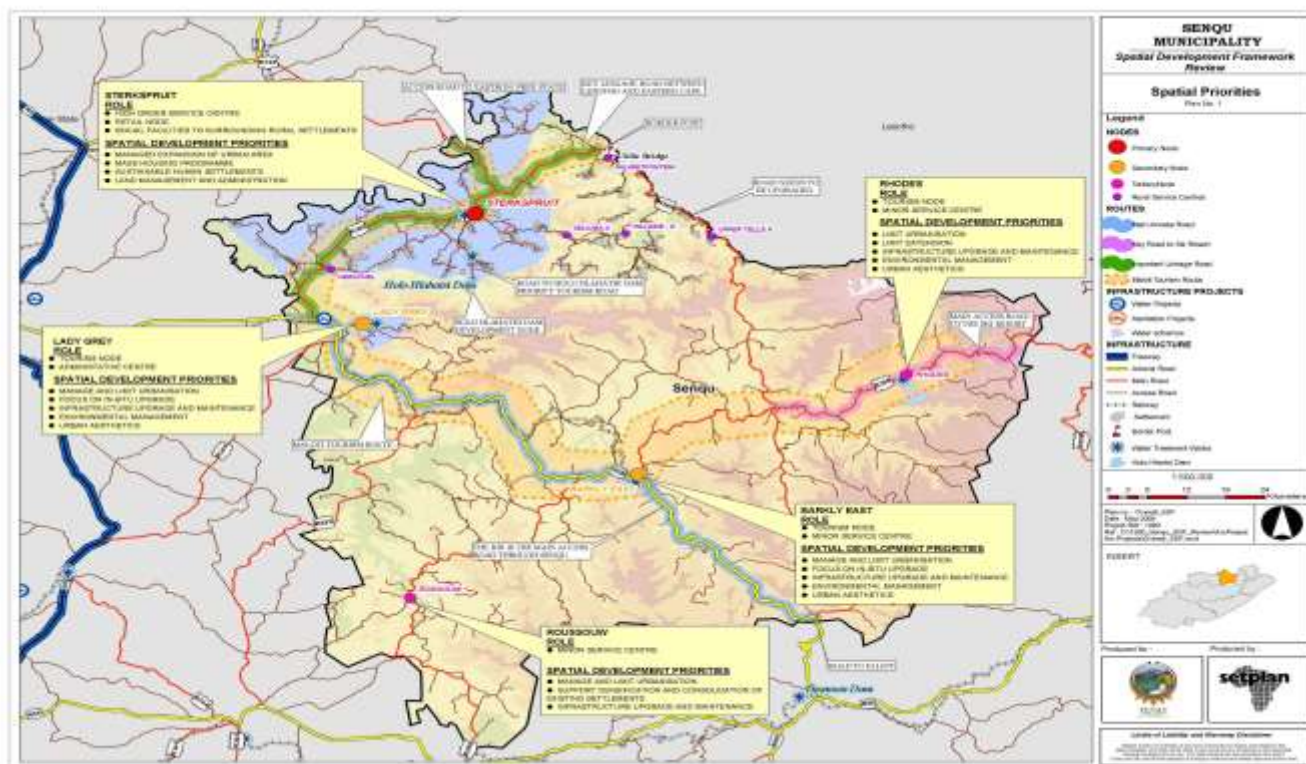
The EPWP policy was adopted by Council on the 25th October 2012. The policy outlines the institutional arrangements for implementing EPWP, roles and responsibilities, the employment opportunities, training and EPWP target, conditions of employment, target groups and reporting process. The Director of Technical Services is responsible for implementing EPWP but the co-ordination will be done by the EPWP Steering Committee. The Committee will consist of all directors and all relevant sector heads. The responsibility of the Committee will be to:

- Coordinate the overall municipal wide coordination of EPWP and related issues
- Review the EPWP policy
- Setting departmental EPWP targets
- Enabling environment for the successful implementation of EPWP
- Reporting to the management meeting
- Monitoring and evaluation of the EPWP programme
- Setting of performance standards
- Compiling a EPWP management plan

A budget of R 3 500 000 was allocated towards a Job Creation project which proved to be successful. This consisted of various components but was registered as a single project that created 1049 temporary jobs. All internal and MIG projects were also registered with the EPWP and resulted in a total income of R 1 625 000 for the municipality under the labour rebate program of the EPWP. An amount of R 6,480,000 has been budgeted for the 2014/15 financial year.

LED PRIORITIES & SPATIAL REALITIES

The map below from the SF 2013 review indicates the relationship between the LED priorities and the spatial realities.



Map 1: Spatial Priorities Source SDF 2013

ALIGNMENT BETWEEN THE NSDP, SDF, NGP & LED STRATEGY

Table 19: Alignment between the NSDP, SDF, NGP & LED Strategy

NSDP Category	Applicability in Senqu Municipal Area	New Growth Path	LED Strategy
Innovation and experimentation.	<ul style="list-style-type: none"> Not applicable 	Jobs driver 3: Seizing the potential of new economies	
Production: High value, differentiated goods (not strongly dependent on labour costs).	<ul style="list-style-type: none"> Not applicable 	Jobs driver 3: Seizing the potential of new economies	
Production: Labour-intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation).	<ul style="list-style-type: none"> Formal agricultural sector in Senqu Need for investigating further the potential for intensive, 	Jobs driver 2: main economic sectors Jobs driver 3: Seizing the potential of new economies	Development Thrust 3: Sustainable Livelihoods Development Thrust 2: Enterprise Development

NSDP Category	Applicability in Senqu Municipal Area	New Growth Path	LED Strategy
	irrigation-fed agriculture in under-developed rural settlement areas <ul style="list-style-type: none"> Land most suited to crop production is found in the Sterkspruit area Stock farming is assessed as the agricultural activity with the highest potential, if correctly managed. 		
Public services and administration.	<ul style="list-style-type: none"> Barkly East and Lady Grey are centres for District and Local Government administration 	Job driver 4: investing in social, capital and public services	Development Thrust 3: Sustainable Livelihoods Development Thrust 4: Skills Development Development Thrust 5: Institutional Development
Retail and services.	<ul style="list-style-type: none"> Sterkspruit is a high order regional service centre, providing access to goods and services to a large catchment population. 	Job driver 1 infrastructure Jobs driver 5: spatial development	Development Thrust 1: Locality Development
Tourism.	<ul style="list-style-type: none"> There are areas with development potential as tourism sites of interest relating to the Drakensberg and the Maloti Tourism Route. 	Jobs driver 2: main economic sectors	Development Thrust 2: Enterprise Development

LED STRATEGY

The municipality has a LED strategy which was adopted in June 2013.

LED Strategy Objectives

This 5-year Senqu LED Strategy aims to achieve the following economic outcomes:

- Achieve and maintain a minimum annual growth rate of 5.5 % from 2016 and beyond;

- Reduce unemployment to 20% by 2017.
- Reduce current poverty rate to 52% by 2017.
- Improve black-ownership and participation in the mainstream economy, in particular within the priority sectors of tourism and agriculture.
- To build strong and sustainable LED capacity, institutions and resources.

High Level LED Performance Baseline (2012 – 2017)		
Indicator	2012 (Current)	2017 (Target)
GVA Growth	3.03% pa	5.5% pa (min)
Unemployment	30.34%	20%
Poverty	62.93%	52%

Figure : SLED Strategy 2012 Performance Baseline

LED Strategy Development Thrusts

The Senqu LED Strategy (2013) has 5 integrated LED development thrusts and priorities

Chart 7: Development Thrusts



Development Thrust 1: Locality Development

The Locality Development Programme will be premised on achieving the following outcomes:

- Making the municipal area more attractive to investors, tourists and individuals;

- ❑ Improving the physical and environmental appeal of the area

Development Thrust 2: Enterprise Development

The purpose of Enterprise Development Programme is to:

- ❑ Create a conducive environment for existing, new and start-up businesses;
- ❑ Improve profitability, competitiveness and sustainability of locally-based enterprises;
- ❑ Prioritise development of key growth and employment sectors eg Agriculture, Tourism and Green Economy.

Development Thrust 3: Sustainable Livelihoods

The purpose of the sustainable livelihoods programme is to:

- ❑ Provide the poorest of the poor with alternative livelihood options
- ❑ Support income generation activities for the poor
- ❑ Facilitate job creation projects that will benefit the poorest of the poor

Development Thrust 4: Skills Development

The purpose of the skills development priority is to:

- ❑ Build the necessary skills base for economic growth and development;
- ❑ Improve employability and active economic participation;
- ❑ Support key growth and employment sectors.

Development Thrust 5: Institutional Development

LED institutional development in Senqu is designed to:

- ❑ Improve municipal capacity to coordinate and facilitate LED processes;
- ❑ Establish appropriate mechanisms to implement this LED strategy;
- ❑ Mainstream LED across municipal functions and activities
- ❑ Foster sustainable partnerships with key and relevant stakeholders
- ❑ Improve monitoring and evaluation of LED projects and initiatives.

LED IMPLEMENTATION PLAN & ALIGNMENT WITH NATIONAL & PROVINCIAL PLANS

Table 21: LED Implementation Plan

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
Improving infrastructure	Job driver 1 infrastructure Jobs driver 5: spatial development	Strategic Priority 1: Speeding up growth & transforming the economy to create decent work & sustainable livelihoods; Strategic Priority 3: Rural development, land & agrarian reform and food security; Strategic Priority 2: Massive programme to build social & economic infrastructure. Strategic Priority 8: Building cohesive & sustainable communities.	Locality Development Programme	The development of Sterkspruit is hampered by the lack of land and a long term developmental vision. The ANC Legotla took a decision to develop the town	The NDPG has been used to conduct a survey of land tenure in and around the town. A proposal to consolidate and plan the villages around Sterkspruit has been developed. A proposal to change the land tenure of the villages surrounding Sterkspruit has been sent to the Department of Rural Development and Land Affairs. The Community Services Department also undertake daily cleansing activities as well as grass cutting and pruning. The same activities occur in Lady Grey and tree planting has occurred	The 5 year SDF will be developed by June 2015	R.Crozier
Social protection						A land audit of all the land in Sterkspruit is required by June 2015 and negotiations with Tribal authorities to stop land invasions.	R. Crozier
Building safer community						The development of a waste management site by June 2015	L.Gologolo
Transforming society and uniting the country						Development of a Sterkspruit redevelopment plan by June 2015	B.Viedge
Reversing the spatial effects of apartheid				The economy of Barkly East is declining. The ANC Legotla took the decision to develop a small town revitalisation plan	Develop a small town revitalisation plan The Community Services Department also undertake daily cleansing activities as well as grass cutting and pruning	Barkly East development plan will be completed by June 2014	B.Viedge
An inclusive and integrated rural economy							
				Roads are the first priority for the municipality as they provide access to all goods and services	Have meetings with DPW & R around priority tourism roads, agricultural roads and roads to hospitals like: <ul style="list-style-type: none"> • Khiba • Manxeba • Coville • Mlamli • Rhodes airstrip 	Updating of the Roads Master Plan Implementation Programme by June 2015	R.Crozier

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
					• Tiffindell roads		
				The green economy is seen as one of the economies that can produce growth.	The municipality should negotiate with the DME and ESKOM and see how the municipality can become involved in the sector.	Renewable Energy Programme by 2016	R.Crozier
<p>An inclusive and integrated rural economy</p> <p>Reforming the public sector</p> <p>fighting corruption</p> <p>Transforming society and uniting the country</p>	<p>Jobs driver 2: main economic sectors</p> <p>Jobs driver 3: Seizing the potential of new economies</p>	<p>Strategic Priority 1: Speeding up growth & transforming the economy to create decent work & sustainable livelihoods;</p> <p>Strategic Priority 3: Rural development, land & agrarian reform and food security;</p> <p>Strategic Priority 2: Massive programme to build social & economic infrastructure.</p> <p>Strategic Priority 8: Building cohesive & sustainable communities.</p>	Enterprise Development Programme	Barkly East and Sterkspruit produce very good quality wool. The Department of Rural Development and Agrarian Reform already has a breeding programme in place to improve the quality of the livestock but are now struggling to procure good quality rams	A tender was put out in 2013/14 but no responses were received. Another tender will be done for 2014/15	Wool processing facility Feasibility study R 100 000 by March 2015	B.Viedge
				A feasibility study on peach and vegetable processing was done by the University of Fort Hare. The organic niche market should be targeted	The municipality will form partnerships with Agricultural forums, Department of Rural Development and Agrarian reform and the UFH by June 2014. This has been delayed and will form part of the 2014/15 year	Agro-Processing Incubator. This project will investigate the possibility of red meat production and peach processing project	M.Ndlela
				The Department of Rural Development and Agrarian reform is looking at assisting farmers to sell their product directly to	The Municipality is currently in the process of completing an agreement with the Department of rural development and Land Reform around a veld management programme for severely overstocked areas.	Agriculture Development Programme.	M.Ndlela

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
				abattoirs as well as looking at how to ensure that lands in the rural areas don't remain fallow. The municipality is looking at increasing its fodder production project.			
					JOGEDA is already in the process of developing a small business incubator. The municipality will look at forming a partnership with them to look at investigating small business development in stone cutting and possible diamond mining	Business Development Support Municipal JOGEDA partnership agreement by June 2015	JOGEDA P.Bushula
				The municipality has reviewed its supply chain management policy for 2013/14	The municipality will review its supply chain management policy in order to promote the procurement of goods and services from local based small businesses	Local Impact Procurement Programme (LIPP)	C.Venter
					The municipality will run various trainings for local contractors on how to engage in tender processes and improve their CIDB ratings	Contractor Training has taken place in 2013/14 and will continue in 2014/15	SDF & R.Crozier
				The municipality has no policy in place.	The municipality will undertake a study of all its bylaws and policies to ensure that no impediment to trade for both formal and informal traders is in place by September 2015.	A Trade and Investment Policy was developed but Council decided that the project should be referred to JOGEDA in order to develop a regional plan.	M.Ndlela
					The municipality must also examine taxi ranks and look at issues affecting informal traders such as traffic control and the	Hawkers Association by June 2015 Informal trading policy	M.Ndlela

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
					role of each department or stakeholder in informal trading.	by 2015 Audit of businesses and their issues and solutions by June 2015	
					Many co-operatives fail in the area. This could be due to procurement processes of Businesses – turn around payment time – limited cash flow. A value chain analysis of all projects and the roles of all stakeholders are required.	Co-operative support programme by 2017. This programme will examine why co-operatives fail and what the municipality can do to assist them.	M.Ndlela
				Emerging farmers	Looking at the purchasing of a farm to assist small farmers develop their skills		M.Ndlela
				The municipality has an adopted Tourism master plan with an implementation plan	The municipality meets annually with the LTO to look at the priorities for that year which involve the funding of CTO's, marketing of destinations, school awareness campaigns and support for emerging tourism entrepreneurs. In addition the municipality must look at partnering with the national liberation route to look at creating a Tele liberation route by 2015	Annual Tourism Programme implementation plan by June 2014 Tele liberation route partnership by June 2015	N.Methola
				Hawker stalls	The Municipality needs to acquire funding for the provision of hawker stalls in its urban areas as well as look informal trading guidelines	2016	M.Ndlela
Fighting corruption	Job driver 4: investing in social,	Strategic Priority 6: Intensify the	Sustainable Livelihoods	The municipality already has a job creation fund which promotes	The municipality should form a broader forum with DPW and JGDM to launch an annual labour intensive programme	Special Infrastructure Jobs Programme (SIJP). This project will focus on undertaking	R.Crozier and all Senqu Directors

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
Building safer communities Transforming society and uniting the country Improving the quality of education, training and innovation quality health care for all social protection transition to a low carbon economy	capital and public services	fight against crime and corruption. Strategic priority 8: Building cohesive and sustainable communities.	Programme	labour intensive activities	which teaches skills	infrastructure projects in a labour intensive manner	
					The Senqu Municipality will partner the Eastern Cape Department of Roads and Public Works to expand the implementation of the Hlumisa Household Contractors Programme which promotes the use of household contractors drawn from poor rural households to maintain the provincial rural road network. This will ensure that more poor households are involved in road maintenance while also earning some form of livelihood.	Household Contractors Programme Partnership	R.Crozier
						Leaking Bucket Study. Research will be commissioned to identify, assess and quantify the economic leakage experienced by the Senqu Municipality as a result of external consumer spending lost to nearby economic nodes such as Aliwal North, Queenstown and Bloemfontein. It will also identify and make recommendations on potential opportunities for local communities and enterprises by June 2016	M.Ndlela
						Gxotindlala Programme to assist with poverty alleviation projects especially in the agricultural sector	M.Ndlela

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
<p>Improving the quality of education, training and innovation</p> <p>An inclusive and integrated rural economy</p> <p>Social protection</p> <p>Transforming society and uniting the country</p>	<p>Job driver 4: investing in social, capital and public services</p>	<p>Strategic Priority 6: Intensify the fight against crime and corruption.</p> <p>Strategic priority 8: Building cohesive and sustainable communities.</p>	<p>Skills Development Programme</p>	<p>A skills audit has already been done by the SDF for the 2013/14 WPSP</p>	<p>A skills audit has already been done by the SDF for the 2014/15 WPSP</p>	<p>Priority Skills Development Plan by July 2014</p>	<p>P.Bushula</p>
				<p>Rural women, especially those who are both domestic workers and unemployed in farming areas will be provided with basic life and technical skills to enable them to improve their earning and employability capacity.</p>	<p>A partnership is needed between the Municipality, department of education and the agricultural sector to work on improving the skills of the youth and women agricultural workers. Training and Mentoring facilities. School career programmes inc. agriculture</p>	<p>Rural Women and youth Skills Development Programme by June 2016.</p>	<p>M.Ndlela and SDF</p>
				<p>The ANC Legotla has stipulated that 22 learnerships should occur for 2013/14 in Senqu Municipality</p>	<p>Senqu Management has already got a Learnership strategy in place. A partnership needs to be developed with the agricultural sector and business to secure further learnerships by June 2015</p>	<p>Agriculture, Tourism and LED Learnerships</p>	<p>SDF</p>
<p>Reforming the public service</p> <p>Improving the quality of education, training and innovation</p>		<p>Strategic Priority 2: Massive programme to build social and economic infrastructure.</p> <p>Strategic</p>	<p>Institutional Development Programme</p>		<p>The filling of positions will be completed by June 2017. A skills audit is already complete</p>	<p>LED Unit Capacity Building Programme</p>	<p>P.Bushula</p>
					<p>The Forum takes the place of the LED forum and local action team meets quarterly. An annual meeting schedule is developed by the June of each year</p>	<p>Economic Development Forum</p>	<p>M.Ndlela</p>
					<p>An annual awareness campaign is developed by June each year</p>	<p>Local Economic Development Capacity Programmes</p>	<p>M.Ndlela</p>

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
		Priority 4: Strengthen education skills and human resources base. Strategic Priority 8: Building cohesive, caring and sustainable communities					

The Tourism Plan has 5 strategic pillars with their own interventions:

Pillar 1: infrastructure support Base	Upgrading of key tourist access roads (R58, r 392) Grading and maintenance of eight passes implementation of JGDM signage strategy Develop new and upgrade existing picnic sites and viewing points
Pillar 2: Product development and transformation	Develop a database of tourism related businesses Promote tourism networking through LTO and CTO's Establishment of a rock art interpretation centre and associated guided tours Feasibility study into small scale rail tourism Exploration of formalising cultural tourism products Provision of political support to the establishment of conservation area Expanded development and support to flower and bird routes Support and expand existing packaged tours Promote existing events and introduce new events in off season
Pillar 3: Marketing the destination	Creation of a Senqu Tourism website Develop an events calendar Conduct a marketing drive that targets key tourist segments
Pillar 4: Collaborative Institutional functioning	Build municipal tourism capacity through site visits Strengthening and capacitation of LTO and CTO's mentorship programme for emerging product owners Training and customer service programme for tourism employees Community tourism awareness programme Establish a visitor Information centre (VIC) and provide training to staff
Pillar 5: Monitoring and understanding the Tourism economy	Undertake regular tourism data collection via surveys Impact assessment for tourism projects Creation of an activities database

CURRENT LED UNIT STAFFING

Municipality has an LED Unit which is based in the Department of Integrated Planning and Economic development. The Unit has 1 Agricultural Officer, 1 Tourism Officer and an unfilled Enterprise Development Officer post. In future the Unit will contain a LED Manager.

CONCLUSION

The LM's lack of annual growth has resulted in an unprecedented high unemployment in the Senqu area with high dependence on government grants. This coupled with access to basic household and community services which is below optimal creates tension amongst communities who compete for relatively scarce resources. Therefore it becomes absolutely crucial that the municipality creates conducive conditions for job creation and participation in agricultural activities by availing land for development.

Businesses are not growing as SMME's as they do not receive strategic support from government institutions. Areas for great concern are centred around food security and land reform. The tourism sector is underdeveloped and needs strategic intervention to revive and contribute to the local economy meaningfully. In this regard a responsible tourism sector plan has to be developed which could provide direction to optimise the potential that exist in the area. Agriculture remains central to the development of the area. However it has to be done in conjunction with other programmes. Land administration and town planning seem to have been relegated to the background of the municipal priorities. This approach does impact negatively on the development trajectory of the municipality.

CHAPTER THREE: BASIC SERVICE DELIVERY

SLA's AND OTHER INSTITUTIONAL ARRANGEMENTS

Community Services has an SLA with DSRAC. In terms of the SLA Senqu runs the library service on behalf of DSRAC. This SLA is signed annually. Technical Services has an SLA regarding electricity sales with ESKOM whereby the municipality procures electricity from ESKOM and then sells it via its internal network to urban customers.

SPATIAL ANALYSIS AND RATIONALE

Settlement Patterns and nodes

Senqu Local Municipality is predominantly rural with a large proportion of people residing in traditional villages and traditional homes. The area is characterised by high residential densities in the rural settlements situated on the northern periphery and the low densities in the other dispersed rural clusters (HSP 2011).

The prevalence of extensive farming in the district historically resulted in the formation of service centres, i.e. Barkly East and Lady Grey along the main transport routes. These urban centres offer services and retail facilities to the surrounding rural hinterland. Sterkspruit is a rural service centre serving the surrounding rural area and some residents from Lesotho. With urban settlement growth there is a need to improve the central business districts of these towns so that they can expand.

As Sterkspruit town has the highest level of economic activity it is classified in the SDF as a secondary urban node. In the JGDM SDF it is also recognised as an important node although not as large as its counterpart Aliwal North in Maletswai. About 83% of the municipality's population lives in the area and its surrounding villages. Sterkspruit, therefore, plays a vital role in providing higher order services and retail facilities, not only to the resident population but also to the surrounding rural communities. Both the JGDM and Senqu SDF recommend that this centre be prioritised and attention given to improving infrastructure and services in the area as well as:

- Improved accessibility
- Land Use management and administration
- Managed expansion of urban areas

- Sustainable human settlement (with a range of housing options, infrastructure upgrade, social and economic amenities)
- Environmental Management

Barkly East and Lady Grey are regarded as Minor Urban Centres where the focus should be on:

- Managing and limiting urbanization
- Focus on in-situ upgrades
- Infrastructure upgrade and maintenance
- Environmental Management
- Urban Aesthetics

Rhodes is seen as a Tertiary Node where the spatial perspective focus should be on:

- Limiting urbanization
- Infrastructure upgrade and maintenance
- Urban Aesthetics

Rural Settlement Nodes: In order to have effective and efficient service delivery, it is important to define a hierarchy of rural settlements. Higher order rural settlements are settlements with higher population densities and accessible to other settlements. It is in these settlements that higher order services such as clinics, police stations, secondary schools, storage warehouses etc should be focused.

Higher Order Rural Settlement Node: Level 2 Nodes are nodes that will attract priority public sector investment in order to build capacity and develop these areas into service nodes. The following nodes have been identified in the Senqu area:

- Ndofela
- Qhoboshane/Telle
- Hillside
- Herschel

Lower Order Rural Settlement Node are nodes where the emphasis should be on the provision of basic infrastructure to unlock the latent development potential of these areas by creating linkages and facilitating access to and from these areas (SDF 2011).

HUMAN SETTLEMENT

The housing backlog in the Senqu municipality is determined as 10 761 with 1 752 in the urban area and 9009 in the rural area (Housing Sector Plan HSP 2011). There are no military veterans on the Department's database for Senqu. The quantified housing demand is based on information from the 2001 Census, 2007 Household survey and DWA Structure count and can be summarised as follows:

Table 21: Housing demand

Rural	Social & Rental	Informal Settlements	Child headed households
8340	381	1 641 (3200)	566

Source: StatsSA, 2007

The table above does represent a true picture of the informal settlements in the area. (HSP 2011). The number of child headed households from the 2007 census is probably overstated but it is a good indication. The housing section of Technical services maintains a housing demand schedule based on information received from Ward councillors.

Census 2011 indicates that 70 % of households live in a formal dwelling and 68.5 % own their own dwelling.

Table 22: Formal and Informal dwellings

% Formal Dwellings		% H/Holds Owned	
2001	2011	2001	2011
71	70.2	68.2	68.5

Source: StatsSA, 2011

Table 23: Types of main dwelling

Municipality	Formal dwellings			Informal dwellings			Traditional dwellings		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	38962	50714	58957	4261	5940	4150	27224	28029	33987
Senqu	17245	24053	26718	1441	1498	1920	9063	8323	9066
EC Total	620970	762575	1065849	145038	166423	130405	522647	549204	476314

Source: StatsSA, 2011

The majority of residents live in formal dwellings whilst the amount living in traditional dwellings remains constant. There has however been a growth in informal dwellings.

Table 24: Type of ownership

Municipality	Owned and paid off		Owned but not paid off		Rented		Tenure status	
	2001	2011	2001	2011	2001	2011	2001	2011
Joe Gqabi	4245	54987	7181	4980	8364	11533	26875	18751
Elundini	17173	21604	1381	1828	2012	3413	12643	7587
Senqu	19917	24256	3205	1803	1932	2980	8850	6267
Maletswai	2306	4696	1247	685	2633	2779	3302	2954
Gariep	3020	4431	1349	654	1787	2361	2080	1942
EC Total	690880	855042	15560	151103	178540	252216	456614	328732

Source: Statssa, 2011

The municipality does not have a land GIS but this will hopefully change in the future with the appointment of a Town Planner. All services available on land (erven) are held by the Finance department. The social viability of settlements is determined by the Department of Human Settlement as the municipality only acts as an agent. The only blocked project is the Herschel project but it is the process of being reduced.

LAND TENURE & DEMAND FOR LAND

Senqu Municipality consists of both communal and individually owned tenure land in the former Transkei situated around Herschel and Sterkspruit. The land tenure in the former homeland area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTO's.

The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland. 1712 ha is under communal tenure and 5000 under commercial farmland (JGDM ABP 2010). The major challenges experienced in the area are land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel, people are invading land and building informal settlements in order to move closer to urban amenities or receive RDP housing.

The area based plan of JGDM 2010 states that the need for land for arable land and grazing has decreased in rural areas and changed to a need for land for residential sites. The main issues in rural areas are farm workers looking for security of tenure, clarification of land tenure in communal areas, certainty of land rights where they

overlap and lastly the firm establishment of women's rights. In urban areas, the need is for residential sites and services, upgrading of informal settlements and tenure security (JGDM ABP, 2010).

The SDF has identified land in all towns for future housing developments. A land audit has been undertaken by the housing Unit which is 90% credible.

LAND REDISTRIBUTION

Land in South Africa is being redistributed through PLAS (Proactive Land Acquisition Strategy). This means that the state proactively looks for suitable agricultural land, buys it and then leases it to identified beneficiaries for a few years until it is satisfied that they can run the land effectively. In order to meet the land redistribution target of 30 % ; 166 000 ha will need to be redistributed at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010). However the ABP clearly states that an emerging farmer will only succeed if the farm concerned contains both mountain and low lying ground. This means that the farms to be redistributed should be carefully sourced in Senqu.

In addition the Department must look at the variety of land needs and tenure and formulate appropriate responses, The ABP advocates redistribution occurring along the R 58 and tenure reform around the R 392 where there are immense struggles created by overlapping land rights. This affects development in the area as much time is spent trying to ascertain who owns the land rights. An example of this is a stalled housing project in Herschel where the project has been delayed due to land right disputes.

LAND INVASIONS & ADMINISTRATION

Land invasions are becoming increasingly prevalent especially in Sterkspruit and Herschel. The municipality is in the process of updating its current land bylaws and serving notice on all land invaders. Signs warning against land invasion have been erected. In addition the municipality has taken persons to court over land invasions and fenced off areas of potential invasions. Municipal outreaches and roadshows have constantly outlined the problems created by land invasions and warned residents against it. The Municipality has also held many meetings with traditional leaders around land issues and is utilising the NDPG funding to consolidate settlements around Sterkspruit to ensure that communities can receive title deeds.

MIGRATION

About 84 % of people in Senqu had lived in the same dwelling for at least 5 years before the 2007 Survey. Almost 5 % had moved into their dwelling in the previous 5 years (HSP 2011). Most of those who had moved, moved from another location in the Eastern Cape province. About 627 people moved from Gauteng to Senqu and 205 moved from the North West Province. 175 of the people moving into Senqu came from outside of South Africa. The municipality has no migration plan in place and is in the process of engaging stakeholders to procure funding for this purpose.

Settlement Type

Almost 80 % of residents live in tribal settlements and 6.2 % on farms. Just over 10 % live in urban settlements and 3.7 % in informal settlements (StatsSa, 2011). 14.3 % live in urban areas and 85.7 % in non urban areas (StatsSa, 2011). The table below from the 2013 Housing plan indicates how households are divided.

Dwelling	Dwelling type		Av. no of rooms	Av no of people
	Count	Col N %	Mean	Mean
House or brick structure on a separate stand or yard	21 381	60.9%	3.8	4.0
Traditional dwelling	10 783	30.7 %	2.3	3.7
Flat in a block	948	2.7 %	2.9	2.4
Town house	129	0.4 %	3.5	2.0
Flat in back yard	0	0 %	-	-
Informal dwelling in backyard	410	1.2 %	2.1	3.3
Informal dwelling not in backyard	1 231	3.5 %	1.3	2.6
Room/flat let on shared property	34	0.1 %	5.0	2.0
Caravan or tent	41	0.1 %	4.0	5.0
Private ship or boat	0	0%	-	-
Worker hostel	65	2 %	1.0	5.0
Other	33	2 %	4.4	6.5
Total	35 105	100 %	3.2	3.8

INFORMAL SETTLEMENTS

There are approximately 280 informal settlement structures in Barkly East, 20 in Rhodes and none in Rossouw. There are approximately 2 900 functionally urban rural settlement households on the outskirts of Sterkspruit (HSP 2013). The majority of houses in the area are of bricks with just over 2000 informal structures. Ward 16 has the highest number of informal structures of 332. This is a mainly rural ward set in a commercial farming area apart from the township of Nkuleko in Barkly East. This is followed by Ward 19 with 261. Ward 19 consists of Barkly East then Ward 14 with 163 in Lady Grey (Statssa, 2011).

CAPACITY TO MANAGE HOUSING DELIVERY

Operational policies and procedures are non-existent. A huge risk in this regard relates to the turnover of staff, where new staff do not have operational processes to follow. There is therefore no continuity in the level of service offered by staff. There are also no business information systems to support the efficiency required in the housing development value chain. Operational process manual needs to be developed in order to map out the various processes to cover strategic planning and performance management, housing development and management and beneficiary administration. Automated business information system is needed to enable the housing unit to become efficient and to hold credible information. The relevant modules of HSS can be acquired from the Province.

LAND POTENTIAL & CONSTRAINTS

It is envisaged that preliminary and detailed feasibility assessment of both land and infrastructure potential will in future form part of the project readiness assessment before capital funding is allocated. With further review and refinement of the HSP, information should be acquired to enable yield calculations on strategic land parcels.

The procedures for accessing communal land for future development are guided by the Interim Protection of Informal Land Rights Act. Once a community resolution has been obtained, it is the responsibility of the Department of rural Development and Land Reform to issue formal authorisation for the release/ transfer of land. These processes are both time consuming and costly with many examples of the process never reaching a conclusion. The normal willing buyer/willing seller or alternatively expropriation procedures (with compensation) apply when accessing privately owned land for settlement development or municipal commonage purposes.

ANALYSIS OF HOUSING NEED

The housing backlog is based on that of the CSIR IDEA 2000 concept based on the 1996 census. This is seen as the most accurate of the housing backlog. The housing backlog is determined as 10 761 with 1 752 in the urban areas and 9009 in the rural area (HSP 2013:31).

INSTRUMENTS	OUTCOME & TARGETS			OTHER
	Rural	Social & Rental	Informal Settlements	Child Headed H/Holds
TOTAL	8 340	381	1 641 (3 200)	566
Rural Housing				
Social & Rental				
Incremental				
Financial				

Source: HSP 2013

Around 10 771 households in Senqu presently live within rural, rental or informal structures and earn below R 6 400 per month per household. It is realistic to assume that this represents an indication of the number of households that are eligible from an income perspective for a housing grant. Of the above total of 10 771 households, 10 287 earn below R 3 200 per month, which makes them eligible for the full subsidy amount.

Over 60 % reside in brick structures which indicates that urbanisation is occurring and that towns are providing a space for temporary residents which is indicated by the growing number of rental accommodation.

The presence of 381 households residing in informal flats and backrooms indicates a clear demand for rental accommodation in urban areas. The 1 272 households residing in informal settlements clearly indicates a demand for informal settlement upgrade or rental housing. The rural settlements around Sterkspruit have shown significant densification due to influx into the urban area with large numbers of informal structures being erected. It is estimated that approximately 2 900 structures require formalisation. There are currently 566 child headed households (Senqu HSP, 2013:37).

LAND REQUIREMENTS FOR FUTURE DEVELOPMENT

Existing rural settlements are not requiring more land. Social and rental housing should ideally be accommodated on underutilised land parcels central to the urban areas with good access to existing social and infrastructure facilities and services. Feasibility assessments will be required to determine the potential for in-situ formalisation of informal settlements. The alternatives for responding to the needs of child headed households needs to be considered before the need can be determined.

CHALLENGES

- **Demand for land.** There is a huge demand for middle to lower income houses in Lady Grey, Barkly East and Sterkspruit yet no land is demarcated and available for future development in these areas. The available sites are not serviced. In addition much of the land for development falls outside municipal boundaries and under the jurisdiction of traditional authorities with communal land tenure. The municipality is busy negotiating with traditional authorities to include all the surrounding villages into Sterkspruit municipal boundaries.
- **Land invasions.** Land demarcated for future development especially in Sterkspruit is often invaded by persons from villages outside Sterkspruit seeking to be closer to town
- **Beneficiaries.** On completion of projects many houses can't be handed over due to beneficiaries either relocating or dying. Beneficiaries who die without leaving a will, create problems as the municipality then has to decide which family member is entitled to the house. In addition some persons fraudulently receive RDP houses to which they are not entitled too.
- **Vandalism.** Many RDP houses are vandalised before the project is complete
- **Shoddy workmanship.** Contractors either do not have the skills to undertake the project or under quote which leads to projects taking many years to complete and then houses have to be rectified
- **No integration of settlements.** Housing developments are planned without future growth in mind like schools, clinics and churches
- **Errection of illegal shelters.** House owners continue to build squatter shacks in their back yards.
- **Illegal usage of RDP houses.** Many house owners illegally rent their houses out or sell them which results in the growth of many spaza shops.
- **No fencing provided for houses.** RDP houses do not cater for fencing with the result that roadside fences get stolen for this purpose.
- **Overlapping land rights** create delays in development which is the case in Herschel where a housing project has been delayed from building over 100 houses due to a 4 year land claim dispute.
- **Unfiled building plans.** Land owners just build according to their wants without consulting the municipality
- **Disaster Houses.** The municipality is not responsible for disaster but finds that many of the reported structures do not get fixed by the District.

INTERVENTIONS

By law enforcement. The municipality is in the process of restructuring some bylaws to prevent land invasions and the building of illegal structures without building permission.

Densification. The municipality is working with service providers to densify Sterkspruit by amalgamating it with the surrounding villages and increasing the current municipal boundaries. This will take some time as the land belongs to traditional authorities.

Private partnerships whereby developers buy land parcels to survey and develop it for middle income buyers.

PROJECTS

The Departments overall project list reflects the following projects for Senqu Municipality.

Table 25: Housing Projects delivered

Description	Subsidies	Approval date
Herschel – Orangefontein	200	29 Sept 95
Barkly East	511	01 Aug 1997
Lady Grey PHP	1000	20 Feb 2001
Herschel- R/land Ph 2	7000	30 November 2001
Lady Grey Hillside	603	29 July 2004
Lady Grey Existing Houses	50	26 April 2007
Lady Grey Hillside	397	27 June 2008
Barkly East	802	13 July 2009
Rhodes rectification	25	13 July 2009
Lady Grey Edgar	194	28 August 2009
Lady Grey Edgar	194	28 August 2009
Lady Grey Edgar	194	28 August 2009
Barkly East	802	30 September 2010
Rhodes	250	15 July 2011

Table 26: Future Projects

Project Type	Project Name	No of units	Budget	Implementing Agent
Integrated Residential Development Programme	Sterkspruit	4 000	ECDOHS	ECDOHS
Integrated Residential Development Programme	Sterkspruit Mid-Income	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Sterkspruit rental stock	500	ECDOHS	ECDOHS
Community Residential Unit	CRU Pilot		ECDOHS	ECDOHS

Integrated Residential Development Programme	Barkly East mid-income	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East rental stock	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East	298	ECDOHS	ECDOHS

Source: Senqu HSP 2013

HEALTH SERVICES

Current situation

Senqu Health Sub-District consists of 4 hospitals (Cloete Joubert in Barkly East, Lady Grey Hospital, Mlamli and Empilisweni in Sterkspruit), 20 fixed clinics, 1 Satellite clinic, 8 Mobile clinics, 5 health posts and 2 community based services in Sterkspruit and 1 in Barkly East serving all the farms at Senqu. A nurses training college Lilitha was opened at the Empilisweni Hospital in Sterkspruit in 2014. A large number of people in Senqu remain without access to healthcare, as there are few mobile services in the areas of Sterkspruit due to the dilapidated state of the road infrastructure. The Rossouw area is currently served by the mobile clinic of the NGO- Donald Woods Foundation which has a contract with the Department of Health. The Donald Woods Foundation provides much of the necessary health care and primary health care information for farm workers in the Barkly East area. It is hoped that this agreement will continue.

In Ward 2 the application for construction of a new clinic is in the priority list at head office because the clinic is too dilapidated for renovations. Dental services are available at Empilisweni Hospital. Applications have been submitted for construction of new clinics at Ndofera, Esilindini, Khiba villages and the renovation of clinics: Musong, Pelandaba, Herschel and Esilindini.

CHALLENGES

- **Poor infrastructure** – The road to Mlamli – a major hospital is in a very bad condition. Poor maintained gravel roads, lack of or limited water, sanitation, electricity and communication systems, poorly maintained health care buildings, health care equipment and nurse accommodation frustrate health delivery
- **Inadequate budget**
- **Inability to attract and retain** health professional staff. There are a high number of staff vacancies
- **Inadequate Mobile services**
- **No 24 hour PHC facilities**
- **Poor quality of service delivery** – long queues and demotivated, overworked and uncaring staff - drugs and essential clinic supplies not available

- **Inadequate emergency services.** There are not enough ambulances to serve the whole area.
- **No Road signs to clinics:** Masibulele (Upper Telle), Musong, Pelandaba, Hillside, Ndofela, Bensonvale, Sunduza, Esilindini, Hlomendlini & Witterbergen.
- **No Speed humps** next to Sterkspruit Town Clinic

INTERVENTIONS

- **Committed Professional staff**
- **Good community participation** structures do exist
- **Good policies and procedures** around health care
- **Improvement in key health statistics** over the past 5 years
- **Introduction of VCT, PMTCT and ART services** is occurring across the municipality

TELECOMMUNICATIONS

Current situation

Although most communities have access to telecommunication either in the form of land lines or cell phones, there are still those communities that cannot access these facilities because they can't receive signals behind the mountains. From the table below it can be seen that the majority of residents utilise cell phones rather than fixed lines which means that they rely on good network coverage. Computer and internet usage is on the increase mainly due to the new smart cell phones which include internet and computer technology.

Interventions

The municipality has written to Sentech, all the cell phone companies and the SABC to ask for more radio, TV and cellphone towers to be built in these areas. The reception in Rhodes has been improved with the installation of a new tower.

Table 27: H/H with a radio, TV, computer, cellphone, landline and internet

Municipality	Radio		TV		Computer		Cellphone		Landline		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
Joe Gqabi	53004	58123	20735	52161	1472	6060	12525	77949	6034	4132	17594
Elundini	20642	21328	4229	14424	187	1301	3939	29466	886	745	5252
Senqu	20289	22158	7486	21351	392	1721	4743	31167	1277	931	6822
Maletswai	6421	8127	4705	9070	517	1825	2352	9810	1848	1181	3481
Gariep	5652	6510	4315	7316	376	1213	1491	7505	2023	1274	2039
EC Total	952523	1031168	577346	1066990	60065	200664	317980	138209	232800	165434	406738

COMMUNITY FACILITIES

SPORT AND RECREATION FACILITIES

Current situation

The Municipality has no proper sport and recreation facilities except those located in the main towns. However some sportsfields are being built in rural areas like Gcina. Lady Grey, Sterkspruit and Barkly East have facilities that have been built and one in Sterkspruit (Patrick Shibane was renovated in 2013/14 as well as the facility in Barkly East as they suffered from vandalism). With the high percentage of youth in the population make-up it is essential to provide sports and recreation facilities.

Interventions

The Municipality has put in floodlights in Lady Grey and is also engaged in a programme funded by the German government which promotes sportsfield development in rural areas. In addition the allocated 15 % of MIG funds will be utilised for building more rural sportsfields.

Barkly East and Sterkspruit facilities were renovated and upgraded.

INDOOR COMMUNITY RECREATIONAL FACILITIES

Current situation

Under the old ward demarcation, there was an indoor community recreational facility built in each ward. However 3 new wards have been added and the boundaries have changed which means that these facilities are no longer centrally located. The municipality has prioritised these wards and the rebuilding of indoor community recreational facilities in Lady Grey and Sterkspruit. These facilities are important for social cohesion as they are used for community meetings, to house indoor sports like badminton as well as being utilised for arts and cultural events like dancing.

Communities would like more of these facilities and pay points to be built. There is a Thusong Centre, formerly known as MPCC, located in Sterkspruit that houses various government departments. In addition the facilities will now include a Councillors Office in order to improve governance.

Table 28: Hall audit

Ward	Indoor community recreational facility	Condition
1	Ndofela	Good
2	Storomo	Good
3	Makakaleng	Good built 2013/14
4	Hillside	Good needs ceiling and electricity
5	Makumsha	Good needs ceiling and door fixed
6	Majuba	Good needs ceiling
7	Thaba Lesoba	Good needs ceiling
8	None	
9	None	To be built in 2014/15
10	Bunga Hall Tienbank	The Bunga Hall has been renovated in 2013/14 The current facility is no longer adequate and requires rebuilding
11	Molweni Bantwana – Herschel Bluegums	Require water and electricity but has been renovated in 2013/14 Good needs electricity and ceiling
12	None	
13	Zava	Good but needs ceiling
14	Transwilger Lady Grey Kwezi Naledi	Transwilger needs upgrading and money has been set aside. Lady Grey hall is inadequate and requires rebuilding. Kwezi Naledi needs a ceiling
15	Rossouw Phelandaba	The hall in Rossouw has been renovated but still needs water and electricity.
16	Nkululeko Rhodes	Nkululeko is in good condition and the new hall in Rhodes was handed over in June 2013 but has no electricity..
17	Voyizana Sunduza	Good but requires ceiling Needs repairing
18	None	
19	Barkly East Town Hall Fairview	Hall needs repainting, window panes replaced and ceiling fixed Bad needs repairing

Source: Senqu Community Services 2014

Interventions

The Municipality is busy ascertaining where facilities have to be built in the newly demarcated wards. The 15 % of MIG funding for sports facilities has been set aside to build more indoor recreational facilities.

LIBRARIES

Current Situation

There are libraries in Lady Grey, Barkly East and Sterkspruit and satellite libraries in Rhodes and Rossouw. The municipality runs this service as an agency function for the Department of Sports, Arts and Recreation. More funding is however required for this service to fulfil the demand of school and university learners. A new library is currently being built in Sterkspruit as the old facility was too small. The Herschel facility was opened in 2013 but still requires water and electricity.

SAFE & SECURE ENVIRONMENT

Current Situation

The Municipality is promoting the use and development of community police forums to solve crime in rural areas. The use of drugs is increasing in these areas according to community forums. The Integrated Community Safety forum has been revived. The municipality does however participate in the CPF's.

Interventions

The SAPS has been approached regarding the high levels of crime and they are looking into the possibility of increasing the number of satellite stations in the area.

WASTE MANAGEMENT

Current Situation

The Municipality has waste sites in Lady Grey, Barkly East, Sterkspruit, Rhodes and Rossouw. It has 2 licenced sites in Lady Grey and Barkly East and 3 unlicensed in Sterkspruit, Rossouw, and Rhodes. All sites are operational (IWMP,2013).

However refuse removal is only operated in Barkly East, Sterkspruit, Rhodes and Lady Grey on a weekly basis. Only 11.2 % of households were served in 2007 and the percentage of unserved households increased from 17.2% in 2001 to 22.6 % in 2007 (Statssa, 2007). The situation has not improved much as shown in the 2011 statistics below. This is due to the lack of machinery and staff even though improvements have occurred in both. In fact statistics show that only 4807 households are serviced on a weekly basis.

Table 29: Refuse removal

Municipality	Local authority			Communal/own refuse			No rubbish disposal		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	14683	19750	28226	40458	49457	54991	14584	15628	13382
Elundini	2699	3664	5194	17337	21312	25044	8850	8232	7048
Senqu	2392	3817	4918	19778	24256	26985	5391	5831	5698
Maletswai	5147	6509	10194	1587	1832	1355	167	1148	454
Gariep	4444	5760	7919	1758	2057	1627	175	418	182
EC Total	473774	583307	733472	524656	648410	732060	283375	249923	190156

Source: Statssa: 2011

An analysis of collection in the wards reflects that the majority of the collection is in designated urban areas. In general waste is collected once a week from households and twice a week from businesses in Lady Grey, Barkly East and Rhodes. The households in Barkly East produce 4508 kg a day and 137 T a month as opposed to 9 T in Herschel, 9 t in Rhodes, 3 t in Rossouw and 101 T in Lady Grey. 2147 households are served in Barkly East, 149 in Herschel, 1591 in Lady Grey, 144 in Rhodes, 57 in Rossouw and 539 in Sterkspruit (IWMP 2013).

The municipality is struggling to meet all the legislation pertaining to the management of waste sites. Sterkspruit is an unlicensed site which has no access control, is unfenced with waste remaining uncovered and burnt. Lady Grey site is licenced and classified as GSB. There is no plant or equipment to properly cover and compact waste and waste is incinerated and disposed in a cell. The Barkly East site is classified as GSB. There is no plant or equipment to properly cover and compact waste and waste is incinerated and disposed in a cell but is fenced with no access control (IWMP, 2013). In Rhodes, the site is unlicensed but Terreco Environmental CC have been appointed to undertake the licensing process. The waste is incinerated and disposed in a cell. In Rossouw the site is unlicensed but Terreco Environmental CC have been appointed to undertake the licensing process. Burning of waste occurs on site and it is situated next to the Wasbank River. Herschel has no landfill site and Terreco Environmental CC have been appointed to undertake the EIA process for the development of a landfill site (IWMP, 2013). Medical waste for the 4 hospitals and 14 clinics is collected by a company called Compass Waste organised by the Department of Health.

The Sterkspruit waste site is reaching the end of its life cycle and the municipality has identified a site in the nearby village of Silindini. The land has been expropriated and an EIA will be undertaken in 2014/15.

Challenges

- **Permitted sites.** Lady Grey and Barkly East are currently the only permitted sites
- **Contravention of the Occupational Health and Safety Act.** This risk applies not only to the staff working on this sites but extends to the general public especially scavengers who frequent most of the sites. The Waste Manager is working on the problems of trying to find a solution for waste collection and management at Rossouw and Rhodes and make them together with Sterkspruit compliant with legislation.
- **Limited waste collection services.** Waste services (collection) only offered to urban residents.
- **Recycling and waste avoidance initiatives.** There are very few recycling initiatives in the municipality ,extracting less than 1 % of the potential recyclable material. No initiatives are underway for waste avoidance. However new projects for 2014/15 include facilitating the process of developing approved and licenced solid waste sites in Sterkspruit, Rossouw, Rhodes and Herschel. Purchasing of mini refuse skips for Sterkspruit town and purchasing of refuse bins has occurred. In addition waste awareness campaign were conducted.
- The **Joe Gqabi District waste forum** co-ordinates all waste issues in the district.
- **Contravention of legislation.** The disposal of waste is a significant challenge and this is leading to a lack of compliance with legislation, water, air and aesthetic pollution. The landfill sites do not comply with DWA's minimum requirements. There is no facility available to dispose of hazardous material. No technical intervention and limited planning for medium to long term planning with regard to facilities, equipment and human resources.
- **Plans and policies.** The municipality does not have a **leachate management plan** as waste is stored on site in a cage on a cement floor until it is incinerated and then burnt. **A trade effluent policy** is not necessary as Senqu has no manufacturing industries. The **integrated waste management plan** has been reviewed and adopted in 2013.Waste by laws for Senqu are insufficient. By-Laws have been gazetted but do not comply with NEMA and were submitted to Corporate Services for reviewal (Annexure 1)
- **Cost effectiveness and waste administration of current services** is poor mainly due to a history of lack of investment in the service in terms of equipment, staff, and planning. There is also a lack of knowledge regarding the remaining lifespan of the landfill sites. There is a lack of formal data in terms of the efficiency of collection. There are inadequate records maintained on the quantities and types of waste collected and disposed.

- **Illegal dumping.** Many shop owners particularly in Sterkspruit dump their waste on the sidewalk on day when waste is not collected. In order to counteract this municipality has promoted the usage of cages and collects waste more frequently in the centre of town. The municipality has also taken action against shop owners who persist in this action. However illegal dumping in open fields and borrow pits continues. In Barkly East and Lady Grey garden refuse and building rubble are the main contents of illegal dumping. There is no initiative currently underway to address illegal dumping.

Interventions

Increased equipment. A tip truck and TLB were bought in the 2011/12 FY to complement the existing operational TLB and tip truck. Weighbridges were installed in Barkly East and Lady Grey in the 2013/14 FY.

A waste awareness campaign has been launched in the Municipality to make people aware of reducing, recycling and reusing waste to prevent unnecessary collection of waste. Particular emphasis is placed on the hazards of illegal dumping. However more funding is required to equip all waste sites adequately with equipment and personnel and to be able to successfully monitor the amount of waste entering the area. JGDM is assisting through workshops and clean up campaigns.

Integrated waste management plan and recycling. The plan proposes recycling options particularly in Sterkspruit. The Waste Manager is in the process of trying to co-ordinate waste activities in such a manner that recycled waste can be collected from Rossouw and Rhodes and brought to a main site like Barkly East until collection becomes economically feasible. However this is proving to be difficult as recycling companies are put off by the distance they would have to travel to collect the waste. In spite of this recycling projects have been started in Barkly East, Sterkspruit and Lady Grey. The Lady Grey recycling deals primarily with bottles.

Funding. MIG Money has been set aside in the budget for the construction of new compliant waste management sites particularly in Sterkspruit and Barkly East. In addition the annual operations and maintenance budget is used for day to day activities.

EIA's and new sites. A new site has been proposed for Rhodes but objections were received from the community and a new site has to be found. In Rossouw the IA has been done on the proposed site and submitted for an ROD. The EIA has yet to be concluded for Hershel and Sterkspruit.

WATER AND SANITATION

Current situation

Joe Gqabi DM is the WSA and WSP. Therefore no SLA has been signed between the municipality and District.

Senqu has the highest unserved population in the JGDM area. This is due to the fact that most of the population is centred in the former Transkei homeland which experienced a very low level of service before 1994.

Table 30: RDP Water and Sanitation Services Backlog in JGDM

JGDM Total Population	Senqu Total population	Water			Sanitation	
		No water	Below RDP standard	Above RDP standards	Served	Unserved
308,363	118,174	15,586	21,330	81,258	65,034	53,140
	Percentage	13.2	18.0	68.8	55.0%	45.0
	JGDM	28,676	81,257	198,431	161,717	146,646
	Percentage	9.3	26.4	64.3	52.4	47.6

Source: (STATSSA 2007and JGDM WSDP 2011)

The 2011 census reveals that Senqu has an unserved population of 7 209 households out of 38 046 which is under 20%.

Table 31: Access to piped tap water Source: Statssa 2011

Municipality	Piped water inside yard			Piped water on communal stand			No access		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	14464	22616	42057	19667	26204	31726	36521	36014	26310
Elundini	1792	3017	6855	4613	7892	13670	22893	22300	18677
Senqu	2650	7406	15897	12411	13832	15290	12794	12666	7209
Maletswai	5548	5997	10063	896	2706	2465	514	785	234
Gariep	4474	6197	9332	1747	1774	302	321	263	190
EC Total	465041	560233	857310	245551	376172	498339	583712	545235	391617

Whilst most of the population does receive water, sanitation provision which was lagging behind lags with 45 % being unserved has improved with just under 6000 households having no access as can be seen in the table below. However Senqu still has to eradicate 645 bucket toilets which are in wards 14, 16 and 19. Households with no toilets are highest in Ward 7 with 712, followed by 604 in Ward 10 and 598 in Ward 16. In Ward 16 this is due to the fact that Zakhele in Rhodes has virtually no toilets.

Table 32: Households by type of toilet facilities

Municipality	Flush/chemical toilet			Pit latrine			Bucket toilet			No toilets		
	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	7920	14589	30544	27502	27396	47224	6656	7819	1744	28436	35031	17119

Elundini	783	2768	5505	12096	11476	22702	1778	2137	271	14650	16829	8810
Senqu	919	3791	7183	14558	15386	23476	1519	2215	648	10713	12512	5996
Maletswai	4315	4902	10004	327	183	752	854	624	76	1662	3779	1461
Gariep	1903	3128	7852	521	351	294	2704	2843	749	1411	1911	852
EC Total	408138	527935	797898	419896	405737	595587	82699	84484	41872	383792	463484	225010

Source: Statssa 2011

Although the LM has more water available than the requirements, it is not spread in such a manner as to satisfy the need everywhere. The towns that have been experiencing water shortages are:

- Herschel
- Lady Grey
- Rossouw

The towns that have just enough water to satisfy the demand and might experience water shortages in the near future are:

- Sterkspruit RWS

The provision of water services is in the urban areas only, as a Water Services Provider appointed until 31 July 2012 by the Joe Gqabi District Municipality, who are the Water Services Authority.

The level of services provided in the WSP area is mostly of high quality with connections to the yard and into the house itself. Sterkspruit and Rhodes have the highest standard of water followed by Barkly East and then Lady Grey. Water is available 24 hrs/day in the area of jurisdiction but the rural areas experience many lengthily outages.

Challenges

- **Broken water pipes**, non-functioning pipes, water unavailability and poor pressure.
- **Backlog eradication** is the main challenge facing the JGDM, especially in the rural areas of Elundini and Senqu. An estimated R 149,603,738 for water and R 93,901,795 for sanitation is required for Senqu backlog eradication
- **Operation and maintenance of existing water services** schemes is also posing a major challenge to this municipality and as a result some schemes are dysfunctional at present. There is a high need for ongoing refurbishment and maintenance programme which will ensure sustainability of these schemes.
- **Permanent Water Treatment Works in Barkly East**
- **Lady Grey bulk water supply requires urgent attention.** This is in planning stage

- **Capacitating staff.** Staff training to be intensified and competent staff employed as incomplete reporting received.
- **No Superintendent in Barkly East.**
- **Water backlogs and illegal connections in the rural area.** The Joe Gqabi District Municipality needs to get additional funding in order to eliminate backlogs in the rural area and legalise illegal connections.
- **Rehabilitation of the Barkly East & Rhodes reticulation networks.**
- **Installation of section & bulk metering..** Although the programme has already started, the Joe Gqabi District Municipality needs to URGENTLY install metering as soon as is possible in order to achieve accurate water balancing
- **Insufficient vehicles/Replacement.**
- **Bulk supply to be established for Rossouw, as it has a serious water shortage.**
- **Bulk supply to be rehabilitated for Rhodes as current supply is insufficient during high demand periods .**
- **Lady Grey dam silt weir.** This weir needs to be cleared of silt in order to prevent more silt entering the dam, thereby reducing the Lady Grey Dam lifespan .
- **Installation of sufficient fire hydrants (all towns)** in order to reduce potential disaster risk.
- **Pressure & storage problems in Lady Grey.** A reservoir (at least 1.5 MI) needs to be investigated and erected under the Water Treatment Works in order to ensure a sufficient water reserve for Lady Grey and to reduce pressure problems in the higher part of town.
- **No movement on the Orange River Macro Water Scheme project.** The Joe Gqabi District Municipality needs to allocate a political and administrative champion in order to facilitate funding for this project.
- **Water Pressure problems in Rhodes.**
- **No capital funding for network extensions.**
- **No capital funding for spares purchases.**
- **Fencing of dams and water source protection.**
- **Land problem in Sterkspruit with regard to reservoir construction encroachment.** The Water Services authority need to meet with the stakeholders and get a mutual way forward as soon as is possible. This may involve a land swap.

Interventions

Borehole stand alone schemes. Water backlogs may be eradicated by means of the development of borehole stand alone schemes.

VIP's. Sanitation backlogs will be eradicated by means of implementing VIP's. Projects will be prioritised by focussing on villages with the highest sanitation concern first. It is anticipated that a regional construction

approach will be followed to maximise the benefit of scale in terms of price, timeframes and quality (JGDM WSDP 2010).

Table 33: Progress to date

	Indicator Name	Total Number of household/ customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the Financial Year under review (actual numbers)	Numbers of Households/ customers reached during the Financial Year	Percentage of achievement during the year
1	Percentage of households with access to potable water	73%- 26 280 (Rural)	9720 H/Hs(Rural)	O – Done on request WSA(Rural)	8 651 (Urban) WSA (Rural)	100% (Urban) WSA (Rural)
2	Percentage of indigent households with access to free basic potable water	100% (urban) 73% (Rural)	0 9720 H/Hs(Rural)	All services H/Hs receive 6kl free	8 651 (Urban) WSA (Rural)	100% (Urban) WSA (Rural)
3	Percentage of clinics with access to potable water	100% (Urban) WSA (Rural)	0 WSA (Rural-Unknown)	All clinics within jurisdiction receive potable water	3 (Urban) WSA (Rural-Unknown)	100% (Urban) WSA (Rural-Unknown)
4	Percentage of schools with access to potable water	100%(Urban) WSA (Rural-Unknown)	0 (Urban) WSA (Rural-Unknown)	All schools within the area of jurisdiction have potable water	9 (Urban) WSA (Rural-Unknown)	100% (Urban) WSA (Rural-Unknown)
5	Percentage of households using buckets	Estimated at 6 % (informal areas)	2 013	WSA	2013 WSA Capital project	0%

Source: Senqu Technical Services 2013

ROADS, TRANSPORT AND STORMWATER

Table 34: Roads in the Senqu area

Local Municipality	National Roads	Surfaced Trunk Roads	Surfaced Main Roads	Unsurfaced Main Roads	Surfaced District Roads	Unsurfaced District Roads	Minor Roads	Municipal and Access Roads	LM Total Length (km)
Elundini	138.89	-	51.98	96.46	37.45	593.49	526.49	671.38	2,116.14
Gariep	185.40	46.40	123.69	176.40	27.63	1,070.18	1,065.95	798.67	3,494.33
Maletswai	213.14	-	-	173.53	-	595.95	625.87	599.50	2,207.98

Senqu	116.37	-	9.17	290.93	73.01	931.36	767.16	817.36	3,005.37
District Total	653.80	46.40	184.84	737.32	138.09	3,190.98	2,985.47	2,886.91	10,823.82

Source: Department of Public Works and Roads, 2013

The table above refers to the kilometres of roads in the entire Joe Gqabi District. From this it can be seen that Senqu has the longest amount of unsurfaced main roads and access roads. In fact Senqu has the second longest road length after Gariep.

Tarred roads

The provincial trunk road, the R58 is in a bad condition and will be moved to SANRAL. Rock falls are also common on the road after heavy rainfalls. This affects tourism as this is the main entrance into the municipality. As such it needs to be a provincial priority. The R 393 between Lady Grey and Sterkspruit is in good condition but roaming livestock due to stolen or poor fencing remain a hazard for drivers in spite of the newly introduced road rangers. The road to Tele Bridge has recently been upgraded (JGDM ITP 2010).

Gravel/ Unsurfaced Roads

Most of provincially maintained gravel roads have deteriorated significantly to the level where they need extensive regravelling and low level bridges need repair or replacing. The end result is people being unable to access goods and services or having to pay high prices for transport of goods and persons due to poor or impassable roads.

The Municipality has prioritised certain roads for regravelling and priority upgrading.

Tourism roads

- R 396 from Barkly East to Rhodes as this is an important tourist destination
- Access roads to the 7 gravel passes of Lundeansneck, Jouberts, Otto du Plessis, Carlislehoek DR 03230, Volunteers (MN 20635), Bastervoetpad, and Naudesnek (R 396). These passes incorporate 3 of the highest passes in South Africa. In addition the roads lead to Tiffindell ski resort – the only ski resort in South Africa.
- DR 393 to Lundeans neck and Sterkspruit from Barkly East
- Upgrade of DR 03214, DR 03221, DR 3222

- Airstrip at Rhodes

Access roads to hospitals and villages

- Khiba T 526 road
- Coville T 510 road
- Mlamli T 606 road
- Manxeba T 511 road.

Access Roads

Access Roads are maintained by municipalities in terms of the Municipal Structures Act however this is not financially viable for Senqu Municipality. The municipality inherited a backlog of maintenance of existing access roads as well as many villages which don't have access roads. Due to the small tax base of the area and high unemployment' the municipality is heavily reliant on the MIG grant to fund repair, maintenance and building of access roads.

Senqu is responsible for all access and municipal roads in its area. The balance of the roads falls under the powers and functions of the Department of Roads and Public Works (DoRPW). The level of road services in rural areas is low, where most roads are gravel. The Municipality has engaged its municipal wards to identify priority access roads that need tarring. These however will still require a massive financial injection. Current gravel roads backlog in Senqu is 562km.

Streets

Streets within towns are the responsibility of the relevant local authority. Streets within townships in all the urban settlements are of very poor condition leading to localized flooding in bad weather, impassable roads and poor access.

Rail network

The railway line between Aliwal North and Barkly East is unused even though the tracks are still in place (JGDM ITP 2010). Attempts have been made to revive the track for steam train enthusiasts as it contains 2 out of the 3 railway reverses known in the world whereby the train reverses up a zigzag pattern to the top of a mountain.

Airfields

The only airfield which can be recognised as such lies in Barkly East but is not maintained by the municipality. There has been an investigation into a new airstrip to be located 10km south west of Rhodes near the R 396 funded by ECDORT for tourists to the Tiffindell ski resort but whether this will occur or not remains to be seen (JGDM ITP 2010).

Non-motorised transport

A significant number of persons in Senqu rely on either bicycles or walking to reach their destinations. As a result the municipality has paved most of the pavements in the main towns and some pedestrian walkways leading from the former townships into the town. Few pedestrian crossings and poorly lit streets and paths are some of the hazards faced by pedestrians.

PUBLIC TRANSPORT

The Herschel Taxi association has 164 registered members owning 293 vehicles with 158 operating licenses and runs on 20 local and national routes. Public transport operations in Barkly East and Lady Grey are small and relatively stable. In Sterkspruit no direct travel between villages is allowed and all trips must begin or end in the central rank at Sterkspruit. It is the busiest hub. The most utilised trips are to Thaba Lesoba, Voyizana, Qhoboshane, Jozanashoek and Umlami. National destinations are Aliwal North, Johannesburg, Welkom, Bloemfontein, Queenstown and Secunda.

Road worthiness and licensing

Senqu provides a road worthy and licencing service at the Traffic Testing Station in Barkly East and Sterkspruit (not operational at present due to civic unrest..

STORM WATER MANAGEMENT

The municipality on an annual basis targets certain priority areas for the construction of storm water as per the **Roads and stormwater master plan**. The Technical Services department in conjunction with the Community Services Department implements the regular cleaning and maintenance of the existing stormwater infrastructure

Challenges

- **Chronic underfunding** and the constant deterioration of roads due to high rainfall conditions
- **Breakdown of** old out dated road machinery
- Not all villages, schools and clinics have **decent access roads**

- Not all streets in townships are **tarred or paved**
- Limited number of **pedestrian bridges**
- No **cycle lanes**
- **Limited lighting** of pedestrian walk ways
- **Poor** road markings
- **Limited road signage** especially in rural areas
- **Commuter facilities are primitive.** Bus shelters were built in 2000 in Barkly East and Lady Grey by DoT. The current taxi rank in Barkly East is informal with no amenities and needs upgrading to an area with shelters for waiting passengers. Lady Grey has no taxi facilities but a public toilet and bus stop has been built through the NDPG. Sterkspruit has a taxi rank.
- **Noncompliance of bakkie transporters.** These need to be made legal as these are the only vehicles which are viable on the bad rural road network (JGDM ITP 2010).

Interventions

- **A Roads and Stormwater Master Plan** was developed to categorise roads and determine which ones are priorities. In addition on an annual basis Ward Councillors indicate which roads and bridges require attention in their areas.
- **Paving** of township streets as part of an EPWP project and paving of sidewalks in all CBD's and the linkages between the townships as part of the pavement management system. This assists pedestrians who do not utilise vehicular transport.
- **Upgrading of 3km** of gravel road a month in all wards determined by the community and Ward Councillor.
- **New road machinery** and Operators.
- **Installation of street lights** in towns such as Herschel
- **Non-motorised transport.** The neighbourhood development grant will be used to assist with the building of more pedestrian bridges and walk ways. This will also allow for cycling paths. Funding is also set aside for the lighting of pedestrian walk ways.
- **Cleaning of storm water** drains on an annual basis in urban areas
- **Funding, operations and maintenance.** MIG funds are used to build new roads whilst own resources are used to repair and maintain roads and bridges.
- **JGDM Integrated transport Plan, 2010.** The LM utilises the DM's Integrated Transport Plan as it is not a transport authority and is not required to have a plan.
- **Roads Forum.** The municipality has launched the forum which deals with roads. The forum is run by the Technical services Department. Transport related issues are dealt with at the District Transport Forum

ELECTRICITY AND ENERGY

Current situation

Although most of the Senqu communities have access to electricity, there are some communities that still need to be electrified either in the form of electricity installation or in upgrading of their existing lines as most of the lines particularly in Sterkspruit and surrounding villages is very weak. These are mainly in new housing developments. Council is in the process of compiling an exact backlog list for ESKOM.

The Senqu Municipality has a licence agreement with the National Energy Regulator of South Africa. In terms of this agreement, Senqu is responsible for supplying electricity to Sterkspruit, Lady Grey and Barkly East. Rural areas (including Rhodes and Herschel) are supplied by ESKOM. Within the licensed area, the Senqu Annual Report (2011) notes that “the standard of service is mediocre”.

Major electricity backlogs are noted in rural areas where 11 498 households do not have access to basic electricity services. Other electricity supply challenges include high leakages attributed to aging infrastructure, poor metering and incorrect accounting. The speed of rural electrification by ESKOM is far too slow, especially in non-grid areas. However over 81.8 % of the municipality has been served (Statssa, 2011).

Table 35: Electricity Usage

Municipality	Lighting			Cooking			Heating		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	18907	36392	67433	6895	12626	55150	6287	9368	22186
Elundini	2332	3738	17533	625	1320	13216	598	934	4947
Senqu	8139	21041	30866	1725	4590	24499	1517	3593	9633
Maletswai	3688	5387	10190	2302	3373	9506	2142	2788	4615
Gariep	4748	6226	8844	2243	3343	7929	2030	2054	2991
EC Total	421952	740753	1265759	309362	419243	1047718	278832	353776	527265

Source Statssa 2011

For lighting the majority of residents use electricity with 31 038 using electricity and only 104 for solar. For cooking

electricity use still is dominant with 24 640. However when it comes to heating paraffin is the main fuel with 16 839 (Statssa, 2011)

Electrical challenges

- **Limited funding for Maintenance and upgrading of infrastructure** in areas managed by the municipality
- **Limited voltage** in the rural areas does not support large scale economic growth
- The implementation of **free basic services** for electrical supply
- Getting communities to accept **non- grid electricity**
- Number of **schools, clinics** and other social facilities that don't have a regular supply of electricity (if any supply at all)
- **Affordability** of the service
- **Difficulty** in obtaining electricity cards as vendors are far from rural areas
- **Electricity losses - 3,783,161 Kwh (Down from 5.6Mwh in previous year) due to theft ,poor metering, poor networks and incorrect accounts. Total; loss 7.21%**
- **Insufficient maintenance funding.** Council needs to increase the maintenance budget
- **Electricity backlogs in the rural areas (Eskom) - specifically non-grid areas) being addressed too slowly.** Eskom is licensed for these areas and therefore needs to apply for increased funding in order to eliminate the above.
- **Insufficient funds to obtain full staff complement..**
- **Asset control in terms of GRAP is proving problematic.** Staff vacancies need to be filled immediately
- **Electrification of street lights at Rhodes.** The Electrification of street lights was discussed with Eskom. They refused permission to use their Infrastructure to fit the street lights. Therefore the amount to do the street lights and construct our own Infrastructure increases to about R 4 000 000 to R 6 000 000. The Community also refuse to have electrical street lights. Therefore an alternative is available whereby solar lights are installed but that will double the expenses to R 8 000 000.
- **Electrification of street lights at Rossouw.** The Electrification of street lights was discussed with Eskom. They refused permission to use their Infrastructure to fit the street lights. The amount to do the street lights and construct our own Infrastructure increases to about R 4 000 000. **Barkly East 804 New House Street lights.** The Electrification of street lights was discussed with Eskom. They refused us permission to use their Infrastructure to fit the street lights. The amount to do the street lights and construct our own Infrastructure will be about R 4 000 000.
- **Zwelitsha Ward 10 Extension of Electrification.** Electrification towards the new development of Housing Infrastructure. Senqu Municipality is responsible for the requested area to supply electricity. Eskom is currently busy supplying the Houses next to Senqu border line with electricity. Therefore the Community came with the request that they now also demand electricity due to the fact that the newly developed area of Eskom receives electricity.

- **Prepaid metering.** There is a request for Prepaid Meters from the Community of the Senqu Area (Barkly East / Lady Grey / Sterkspruit). The cost for the prepaid meter installation towards the Community must be funded by the Municipality or alternative funds provided. The customers are unable to pay for the prepaid meters provided. The Smart Prepaid meter is more than double the cost of a not compatible Smart Prepaid meter. The cost for a Smart Prepaid Meter is R 1 500 per meter. Therefore funds are needed to accommodate the request of the community.
- **Smart meter system to be installed in Future.** The decision taken is that all prepaid meters purchased from now onwards will be Smart Meter compatible. This is to minimise the wasteful and fruitless expenditure in future when Senqu municipality changes to the Smart metering system. Thus a large amount of Funding needs to be requested in order for this request to become a reality in the future.
- **Eskom vs Senqu Municipality electrification boundaries.** There is no confirmed agreement registered at Nersa or Eskom or Senqu Municipality around the Demarcation area of the supply of Electricity to the community. Funding is needed to get a service provider to investigate and do all the necessary documentation to establish these demarcation areas and register it at NERSA as agreed to by Eskom vs Senqu Municipality.
- **Solar geysers.** The installation and continuation of the disrupted solar geyser installation programme.

Interventions

- **Eskom** electrification plan
- **Department of Trade and Industry** assisting with the promotion of renewable sources of energy

Table 36: Progress to date

	Indicator Name	Total Number of household/ customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the Financial Year under review (actual numbers)	Numbers of Households/ customers reached during the Financial Year	Percentage of achievement during the year
1	Percentage of households with access to electricity services	Est 95% in urban Est 68% in rural	923 in urban (new housing projects) Estimated 11 500	0 367	400 new connections 385 (Rural)	100%
2.	Percentage of indigent households with access to basic electricity services	100% of applicants (Urban) 100% of applicants	0 11 498(Rural)	847 (47% of total consumers- Urban)	847 (Urban) 11498 (Rural)	100%

		(Rural – 22.5%)				
3	Percentage of indigent households with access to free alternative energy sources	1% (Urban – Rossouw pilot Project (Paraffin & candles)	0	85	85	100%

Source: Technical Services 2013

RENEWABLE ENERGY

In general however the municipality and ESKOM have to increase efforts to make the community more conscious and aware of the benefits of renewable energy. Solar is not popular due to the high theft of solar panels but wind turbines could be used provided that the turbines are designed to withstand the high wind speeds and hail encountered in the area.

ENVIRONMENTAL LEGISLATION/EIA's

The municipality strives to adhere to all environmental legislation and conducts EIA's where necessary and prescribed by law in order to ensure sustainable service delivery. EIA's are budgeted for in all project plans where necessary. For the forthcoming year EIA's are required for the solid waste sites & cemeteries and with the bridges.

DISASTER MANAGEMENT

The disaster management plan was adopted in March 2011 and will be amended and improved when funding becomes available and the District Municipal disaster risk assessment plans are complete. Emergency procurement measures are not identified in the plan as these are stipulated in the municipal supply chain management plan. Disaster Management by-laws have not been promulgated due to the lack of risk assessment plans. However the DM does have a developed Transport and fire fighting bylaw (2011) but this has not yet been adopted by the municipality as it does not stipulate tariffs or fines.

STATUS QUO

The District Municipality is in the process of creating vulnerability and risk assessment plans for the entire area in conjunction with the University of the Free State. These are not yet complete due to the funding constraints suffered by the DM in the 2011/12 FY. As a result Senqu municipality has relied on the SDF, EMP and communities which have identified areas of risk. The area of disaster management falls under the Community Services Director. The municipality does not have a functional Disaster Management Unit due to funding constraints but relies on assistance from the DM. There is a Chief Fire Officer appointed by the DM which operates a fulltime fire service in the municipality due to lack of capacity by Senqu Municipality. An SLA between the DM and LM is out dated and needs revising and signing but the DM continues to run disaster management and fire services for the LM as part of their power and function to assist LM's.

ISD & CAPACITY TO DELIVER

The municipality has an ISD Unit with one Officer. The Unit is located within Technical Services. The work of the Officer is to ensure that project steering committees are functional for all projects undertaken by the municipality and that the Ward councillor and Community are kept informed of all project progress. In addition all community complaints are resolved by the Officer.

The Technical Services Unit houses the PMU which consists of a Manager, Technician and Administrator. The electrical section is run by a superintendent and the roads section by a Manager. The main problems in the electricity department are the sufficient resources to attract the necessary expertise. In order to prevent a loss of skills the department is training electricians in house. On the roads section the main problems apart from aging and deteriorating equipment like graders are the budget to maintain access roads as well as attract the necessary skills like grader operators/

FREE BASIC SERVICE PROVISION

The indigent register is currently being updated once the municipality has finished identifying all indigents. Although water and sanitation is a district function, they provide all indigent households with 6 kl water free a month and sanitation

The Municipality has budgeted the following for free basic services for 2014/15 year:

Free Basic Services; Rates	1 870 603.20
Free Basic Services; Electricity	8 375 907.82
Free Basic Services; Refuse	4 607 199.52

The FBS unit functions are currently performed by the Debtors Officer with the assistance of staff in the Revenue Section. There is planning to establish Indigent Steering Committees in the current financial year 2014 / 2015. There are no integration plans between the District and the Local Municipality.

CHAPTER FOUR: INSTITUTIONAL TRANSFORMATION

POLITICAL STRUCTURE

Senqu Municipality was established in terms of the Provincial Gazette Extraordinary, 28 February, Notice 22 of 2000 (with a number of subsequent amendments). Senqu Municipality is a Category B Municipality. Senqu Municipality was established to be a Collective Executive system type (MSA 117 of 1998)". Council consists of 37 Councillors of

which 19 are Ward Councillors and 18 are Proportional Elective Councillors. In addition Traditional Authorities form part of the Council. Council is responsible for taking political decisions in relation to service delivery issues and playing an oversight role. Council meetings occur once per quarter. Special Council meetings are only convened whenever there is an urgent issue that needs to be discussed and an urgent decision needed to be taken.

Executive Committee Meetings

It is constituted by the Mayor of the municipality as the Chairperson, Political Heads of the Standing Committees of various departments in the municipality and the top management of the municipality. The Mayor as the Chairperson convenes the meetings of the Executive Committee every month.

Standing Committees

The purpose of the Standing Committees is to discuss and recommend certain actions be implemented by the Executive Committee or Council. Standing Committees are as follows:

- Corporate and Support Services Standing Committee
- Integrated Planning, Monitoring and Evaluation Standing Committee
- Technical Services Standing Committee
- Finance Standing Committee
- Community Services Standing Committee

These Standing Committees are chaired by the Portfolio Councillors who form part of the Executive Committee. The other members of the Standing Committees are Councillors elected by the Council representative of all political parties, Traditional Leaders and the administration of the department concerned. Standing committees meet on a monthly basis.

POWERS AND FUNCTIONS

Power & Function	Senqu's Capacity	Responsible Department
Air Pollution	The municipality has no financial resources to develop an air quality plan or engage specific staff for the function	Community Services
Building Regulation	The Municipality has engaged a building inspector but currently has limited resources to engage personnel and ensure implementation of by laws	Technical Services

Power & Function	Senqu's Capacity	Responsible Department
Child care facilities	The Municipality is in the process of ensuring that current facilities meet minimum health and safety requirements	Community Services
Electricity and gas reticulation	The municipality only has the power to supply electricity within the urban areas. The rural areas are supplied by ESKOM	Technical Services
Fire fighting Services	The Municipality has the function but not the capacity to fulfil the service which is why the District Municipality provides fire fighting services on its behalf	Community Services
Local Tourism	The municipality promotes local tourism in the region and the activities of local tourism organisation	IPME
Municipal Airports	The Municipality has no designated airports anymore	
Municipal Planning	The Municipality has an IDP and SDF which is reviewed annually	IPME and Technical Services
Municipal Health Services	The Municipality only controls waste management as the District Municipality is responsible for food control, water quality, chemical safety, communicable disease control, vector control, environmental pollution control, disposal of the dead and control premises. This is because the District Municipality has the capacity as these areas form part of the Environmental Health Practitioners scope of work. The municipality may only license a food premise after the District provides a permit indicating that the premise meets the standards required	Community Services
Municipal Public Transport	The municipality does not have this function as it does not operate any public transport and the District Municipality has the power to regulate passenger transport services	Technical Services
Pontoons, ferries, jetties, piers and harbours	The municipality is not on the coast	
Stormwater management systems in built up areas	The municipality has the power and function	Community Services & Technical Services
Trading regulations	The municipality fulfils this function through various by laws	Community Services
Potable water and sanitation services	The Joe Gqabi District Municipality fulfils the role of both WSA and WSP	
Beaches and amusement facilities	The municipality has no beaches but maintains its public spaces	Community Services
Billboards and display of advertisements in public places	The municipality has by laws to regulate this activity but due to limited resources struggles to enforce them	Community Services
Cemeteries, funeral parlours and crematoria	The Municipality licences these premises once the District Municipality issues a certificate of compliance	Community Services

Power & Function	Senqu's Capacity	Responsible Department
Cleansing	The municipality regularly cleans streets and public spaces within the urban areas as it lacks capacity and resources to do so in rural areas	Community Services
Control of public nuisances	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Control of undertakings that sell liquor to the public	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Facilities for the accommodation, care and burial of animals	There are no pet cemeteries or kennels in the municipal area	Community Services
Fences and fencing	The Municipality ensures that public areas are fenced and safe and has by laws around fencing of properties	Community Services
Licensing of dogs	The municipality does not license dogs but has by laws pertaining to the keeping of domestic pets	Community Services
Licensing and control of undertakings that sell food to the public	The District Municipality monitors the premises and issues certificates of compliance after which the Municipality may license the premise	Community Services
Local Amenities	The Municipality ensures that places are kept clean and mown and that community halls are functional but lacks the financial resources to ensure that all areas of scenic, natural, cultural and historical value and interest are well maintained	Community Services and IPME
Local sport facilities	The Municipality maintains municipal owned sport facilities in the urban areas	Community Services
Markets	No markets exist in the municipal area	
Municipal abattoir	The Municipality does not own any abattoirs and the District Municipal Health services are responsible for ensuring that abattoirs in the area maintain hygiene standards	
Municipal parks and recreation	The Municipality ensures that places are kept clean and mown.	Community Services
Municipal roads	The Municipality does try to build and maintain municipal roads but due to decades of neglect the financial resources are insufficient to meet the demand	Technical Services
Noise pollution	The Municipality lacks the resources to monitor noise pollution but there are by laws	Community Services
Pounds	The Municipality does operate some pounds but due to limited financial resources fails to keep all animals off the road	Community Services
Public places	The municipality does own commonages around the urban areas but struggles to enforce livestock management or prevent land invasion due to limited human and financial resources	Community Services

Power & Function	Senqu's Capacity	Responsible Department
Refuse removal, refuse dumps and solid waste disposal	The Municipality does do refuse removal in urban areas but due to financial and human resource constraints fails to adhere to all waste management site regulations	Community Services
Street trading	The Municipality has by laws pertaining to the function but has limited capacity to enforce the by laws	Community Services
Street lighting	The Municipality provides street lighting in urban areas but still has a high backlog in new housing developments due to financial constraints and the age of the network	Technical Services
Traffic and parking	The Municipality has limited capacity to control traffic within its area but does provide a drivers licence testing facility	Finance

ADMINISTRATIVE STRUCTURE AND LOCATION

The municipality has offices in the following towns with the main office located in Lady Grey.

Lady Grey	Barkly East	Sterkspruit	Rossouw	Rhodes
Main building	Main building	Main office building	Community hall	1 office
Old age home building	Traffic Department	Boiling Pot		
Technical Services Department	Library – not municipal building	Transido		
Library	Ekhephini Radio Station	Library		
Care giving Centre	Home of disabled building	Bunga hall offices		
		MPCC		
		TEBA building		
		Cultural Centre		

The current office accommodation is insufficient as the municipality has amended its organizational structure which has increased the number of staff establishment. In addition the office in Sterkspruit was burnt down due to protest action and repairs have been delayed due to further protest action. In addition payment facilities for municipal services are only rendered at the Main municipal building based in Lady Grey.

Senqu Municipality implements its Integrated Development Plan through its administration structures headed by the Municipal Manager with the following Departments:

- Municipal Manager's Office responsible for strategic management and internal audit
- Department: Budget and Treasury responsible for expenditure, income, supply chain management, traffic and budget planning
- Department: Corporate and Support Services responsible for administration, document management, labour relations, capacity building, maintenance of buildings and secretariat services for Council
- Department: Community and Social Services responsible for waste management, cleansing, disaster management, community facilities and library services
- Department: Technical and Engineering Services responsible for electricity in urban areas, project management unit, ISD, access roads, storm water maintenance, housing, town planning and land administration
- Department: Integrated Planning, Monitoring and Evaluation responsible for PMS, IDP, LED, monitoring and evaluation, customer care, communication, legal compliance, public participation, governance, risk management, IGR and special programmes.

The current Organogram for all departments is attached as Annexure 2. The administration is headed by the Municipal Manager, Mr. Yawa. The top management consists of five Section 56 Managers, three males and two females who report directly to the Municipal Manager, Mr. Yawa. All Section 56 Managers have been appointed and will sign their annual Performance Agreements aligned to the IDP, budget and SDBIP by 30 July 2014.

ORGANISATIONAL STRUCTURE

The organogram was approved on 30 May 2012. On 28 February it was reviewed and the following amendments were made: Post of Fleet Assistant were included as an initial error was made in respect of the transfer of water and sanitation to JGDM, Fleet Management Unit was moved from Corporate Services to Technical Services, PMU Unit moved back to technical Services, Post for Driver of the Speaker was included after a change in Legislation.

All employees have job descriptions within the organogram. The entire organogram indicating filled and unfilled posts is contained in a document which is available from the Corporate Services Department and on the municipal website.

Table 37: Total cost to populate organogram

	Salaries	Housing allowanc e	Compen sation Comm	Medical Aid	Pension	UIF	Bargain Council	Bonus	Leave reserve	Tel	Skills levy	Total
Executive	3 602 160		36 022	247 680	222 180	38 137	792	211 549	130 305	73 200	36 022	459 8046
IPME	3 975 744		39 757	518 952	591 100	41 723	936	196 601	162 745	56 400	39 757	5 623 717
Corporate	3 510 672		35 107	577 920	489 629	37 622	1 224	251 550	146 503	36 000	35 107	5 121 334
Budget & treasury	5 784 932	18 792	57 849	990 720	1 066 339	61 542	2 016	369 247	250 944	60 000	57 849	8 720 230
Less meter readers	331 212		3 312	165 120	89 427	3 588	288	27 601	18 744		3 312	642 605
Sub Total	5 453 720	18 792	54 537	825 600	976 912	57 954	1 728	341 646	232 199	60 000	54 537	8 077 625
Road transport	2 584 944		25 849	866 880	697 935	28 004	1 512	215 412	132 792		25 849	4 579 178
Technical	1 487076		14 871	165 120	118 338	16 110	360	123 923	56 657	12 000	14 871	2 009 325
Housing	911 868		9 119	206 400	246 204	9 879	360	75 989	43 663		9 119	1 512 600
Road transport	1 623 168		16 232	660 480	438 255	17 584	1 152	135 264	87 101		16 232	2 995 468
Electrical services	1 787 604	12 528	17 876	371 520	306 036	19 664	792	178 763	78 885	19 200	17 876	2 810 744
Plus meter readers	331 212		3 312	165 120	89 427	3 588	288	27 601	18 744		3 312	642 605
Sub total	2 118 816	12 528	21 188	536 640	395 463	23 252	1 080	206 364	97 629	19 200	21 188	3 453 349

	Salaries	Housing allowance	Compensation Comm	Medical Aid	Pension	UIF	Bargain Council	Bonus	Leave reserve	Tel	Skills levy	Total
Community	1 523 796		15 238	257 484	283 161	15 843	432	60 473	66 062	24 000	15 238	2 261 726
Libraries	484 020		4 840	206 400	130 685	5 244	360	40 335	26 275		4 840	903 000
Community halls	1 671 072		16 711	949 440	451 189	18 103	1 656	139 256	98 294		16 711	3 362 433
Waste Manage	5 045 676		50 457	2 889 600	1 362 333	54 661	5 040	420 473	297 523		50 457	10 176 220
TOTAL	33 992 732	31 320	339 927	8 908 596	6 403 383	364 116	16 632	2 418 835	1 577 751	280 800	339 927	54 674 019

(Source Corporate Services 2014)

The organogram has 291 posts. Out of these 200 were funded and have all been filled. The abridged organogram is contained in Annexure 2. 25 posts were filled in 2013/14

The Table 38: Filled and Unfilled posts per organogram (Source Corporate Services 2014) below reflects the filled and unfilled posts per departments.

Municipal Manager	Corporate Services	Finance	IPME	Technical Services	Community Services
11 posts on organogram 9 filled	31 posts on the Organogram 17 filled	<u>BUDGET & TREASURY</u> 37 posts on organogram 27 filled TRAFFIC 35 posts on organogram 20 filled	21 posts on organogram 11 filled	7 posts on organogram 4 filled HOUSING 9 posts on organogram 5 filled ELECTRICITY 18 posts on organogram 10 filled ROADS 68 posts on organogram 15 filled PMU UNIT 6 posts on organogram 4 filled	9 posts on organogram 6 filled WASTE MANAGEMENT 87 posts on organogram 70 filled HALLS & FACILITIES 33 posts on organogram 22 filled LIBRARY 6 posts on organogram 6 filled

Table 39: New appointments for 2013/14 FY

Department	Position
Community Services	Manager Community Services General Assistant X 2 Waste Management Officer Supervisor: Waste Management BE/Rhodes IED Co-ordinator
Community	General Assistant (Semi – Skilled)
Finance	Manager: Budget & Treasury BTO Clerk Debtors Officer

Department	Position
	Cashiers X 3 Manager: SCM Manager: Revenue Demand & Acquisition Officer
IPME	Agricultural Officer Customer care Officer
Technical Services	Manager: PMU MANAGER PMU Technician Electro Artisan Assistant Artisan Stock Controller Head Land use Management

Source: Corporate Services 2014

The table below indicates contract workers

Table 40: Contract Workers

DESIGNATION	DEPARTMENT	CONTRACT PERIOD
MUNICIPAL MANAGER	MM'S OFFICE	5 YEARS
DIRECTOR: CORPORATE SERVICES	MM'S OFFICE	5 YEARS
DIRECTOR: COMMUNITY SERVICES	MM'S OFFICE	5 YEARS
DIRECTOR: TECHNICAL SERVICES	MM'S OFFICE	5 YEARS
CFO	MM'S OFFICE	5 YEARS
DIRECTOR: IPME	MM'S OFFICE	5 YEARS
COO	MM'S OFFICE	5 YEARS
MANAGER: COMPLIANCE	IPME	5 YEARS
MANAGER: HR AND LR	CORPORATE SERVICES	5 YEARS
MANAGER: ADMINISTRATION AND COUNCIL SUPPORT	CORPORATE SERVICES	5 YEARS
MANAGER: IGR / STAKEHOLDERS INVOLVEMENT / COMMUNICATION	IPME	5 YEARS
ELECTRO ELECTRICAL ARTISAN	TECHNICAL	5 YEARS
ELECTRO PRINCIPLE ENGINEERING ASSISTANT/ ELECTRICIAN	TECHNICAL	5 YEARS
BUDGET AND TREASURY OFFICE	FINANCE	5 YEARS
PMU MANAGER	TECHNICAL	5 YEARS
SENIOR AUDIT EXECUTIVE	MM'S OFFICE	5 YEARS

Source: Corporate Services 2014

EMPLOYMENT EQUITY

The previous Employment Equity Plan of the Municipality expired and the Municipality developed a new five year plan for 2012-2016 with targets. A report on 2013 equity report was acknowledged by the Department of Labour on the 4th January 2014.

In terms of local demographics, the following ratios should apply for employment: 98.3% are Black, 0.57 % Coloured, 0.15 Indians and 0.97% white. Senqu does not have any people with disability in the workplace.

Table 41: Employment Equity staffing levels

Occupational Levels											TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	2	2	0	0	0	0	0	6
Senior Management	3	2	0	0	2	1	0	1	0	0	9
Professionally qualified	13	0	0	1	14	0	0	3	0	0	31
Skilled technical	14	1	0	2	2	0	0	0	0	0	19
Semi-skilled	34	0	0	0	19	2	0	0	0	0	55
Unskilled	62	2	0	0	22	0	0	0	0	0	86
TOTAL PERMANENT	128	5	0	5	61	3	0	4	0	0	206
Temporary employees	3	1	0	0	6	1	0	0	0	0	11
GRAND TOTAL	131	6	0	5	67	4	0	4	0	0	217

Source: EE Plan 2014

Males dominate all levels from the top to unskilled level apart from at the professional level. Blacks are fairly represented at all levels except senior management level. These levels should be monitored to ensure equitable representation.

As part of the transformation endeavours of Senqu Municipality, serious attention should be given to female

representation at senior management, semi-skilled and unskilled levels. In short; employment equity across the municipality is quite good but more women are required in top structures.

Goals to rectify imbalances where they occur are represented in the table below.

Table 42: Employment Equity Goals

Occupational Levels	%	Designated										Total	Vacancies
		Male				Female				Foreign Nationals			
		A	C	I	W	A	C	I	W	Male	Female		
Top Management	Current	2	0	0	2	2	0	0	0	0	0	6	0
	Target 2012												0
	2013												0
	2014												0
	2015												3
	Goals 2016		1			2							0
14-16	Current	0	0	0	2	0	0	0	0	0	0	2	16
Senior Management	Target 2012					1	1						14
	2013	2	1		1	3	0		1				4
	2014	1				1							3
	2015					1							2
	Goals 2016		1										0
10-13	Current	10	1	0	2	14	0	0	3	0	0	30	40

Occupational Levels	%	Designated										Total	Vacancies
		Male				Female				Foreign Nationals			
		A	C	I	W	A	C	I	W	Male	Female		
Professionally qualified and experienced specialists and mid management	Target 2012												40
	2013	3	1										28
	2014	2	1										22
	2015	3	1										14
	Goals 2016	3	2		1	4	3		1				0
7-9	Current	7				12						19	15
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Target 2012	1	1			2	1						10
	2013				1	2							7
	2014	1	1				1						4
	2015					1			1				2
	Goals 2016	1				1							0
3-6	Current	39	1			6	1					47	67
Semi-skilled and discretionary decision making	Target 2012												
	2013	3	2			5	2						55
	2014	12	4			10	1						28
	2015	1	1			7	5						14
	Goals 2016	1	1			6	6						

Occupational Levels	%	Designated										Total	Vacancies
		Male				Female				Foreign Nationals			
		A	C	I	W	A	C	I	W	Male	Female		
2	Current	65	1			17						83	18
Unskilled and defined decision making	Target 2012												18
	2013					3	2						13
	2014					2	2						9
	2015		2			2							5
	Goals 2016		1			2	2						0

Source: EE Plan 2013

In order to successfully implement the 2012-2016 equity plan , the following resources will be required:

Programme	Quantity	Resources
Awareness	183	R 100 000
Diversity management programmes	183	R 100 000
Discrimination awareness programmes	183	R 100 000
EE Trainings	183	R 100 000

Source: EEP 2013

For the 2012/13 year the following training occurred

Date	Activity	Target Group	Costs	No
15/02/13	Awareness	Directors	R 50 000	7
2/03/13	Awareness	Employees	R 250 000	196
8 March 2013	Diversity management	Employees, Directors, Councillors	R 50 000	196
3 April 2013	Discrimination awareness	Employees, Directors, Councillors	R 50 000	196
15 April 2013	EE trainings	Employees, Directors, councillors	R 50 000	196

Source EE Plan 2013

The **Employment Equity Forum** consisting of Cllr Mziki, Director of Corporate Services, COO, 2 professionals, 2 technical persons, 1 general worker, 1 plant operator and 3 clerical workers including municipal Unions ensure that the plan is implemented by monitoring the implementation, giving feedback to employees, revising the plan annually and preparing an annual report for the Department of Labour.

SKILLS RETENTION

The municipality has skills retention and a scarce skills retention policy but experiences difficulties attracting these types of staff and keeping them due to the rural nature of the municipality and the fact that it can't offer competitive salaries. The scarce skills policy was approved by Council by the end of June 2013. The Scarce skills Committee is busy identifying the scarce and critical skills.

HR STRATEGY & WSP

The municipality does have an HR strategy. This was adopted on the 30 November 2010 (Annexure 7). It will be replaced by the SALGA one when this is finalised and adapted to the municipal requirements. It does need to be reviewed as it gives no long term plan for the municipality.

The HR strategy promotes recruitment and selection strategy, work place skills and employment equity, EAP, skills retention and lastly promotion and succession. The scope of the strategy includes induction training and staff orientation, implementation of the workplace skills plan, implementation of a training policy and study bursary scheme, succession planning and career pathing and employee assistance programme (EAP). The goal of the induction programme is to ensure that the new employee feel comfortable in his new working environment, becomes as productive as possible in the shortest possible period and is given every opportunity to succeed in his new job , without being set up for failure. The strategy for ensuring this is to: ensure that employees are recruited in accordance with a council approved recruitment and selection policy which takes into account the provisions of the employment equity act; implementing staff orientation interventions which means taking the employee through a step by step process to ensure that they become familiar with the municipal service as quickly as possible; presenting an induction training course that covers matters like the spheres of government, council structure and committee systems, organogram etc and lastly training in the municipal IDP and PMS..

Implementation of the **WSP** means an annual compilation of the organisation's prioritised training needs based on the IDP. This is done by the **SDF**. The goals of the annually adopted WSP are to capacitate staff members by implementing training interventions based on identified needs and to comply with the skills development act. This is done by budgeting for training and reclaiming funds from the relevant SETA.

In order for training to occur the Training Committee makes recommendations to the necessary structure to approve the following:

- Bursaries for unemployed - The committee makes recommendations for the Municipal Manager to approve
- For staff training programmes and bursaries the approval is done by Director corporate services. After the implementation of trainings programmes the SDF compiles a report for the training committee members for notification
- Internships are pre-approved by Director Corporate Services and approved by Municipal Manager
- Trainees get selected through the normal recruitment and selection processes of the Municipality

A training policy and study bursary policy have been adopted by Council and the aim is to develop the knowledge, skills and attitudes of all municipal employees, set out the roles and responsibilities of those involved in training and lastly to assist financially disadvantaged employees to finance their own training and

development. Ultimately this will ensure the optimum utilization of human resources at all levels of the organisation and contribute to the personal aspirations of the individual.

The succession planning and career pathing is to enable managers to plan for their staff requirements for forthcoming years. A policy has been developed which will ensure that the necessary arrangements are made to ensure that suitably qualified people are available to fill posts and that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him in the municipal service. Lastly the employee assistance programme is to assist in the identification and resolution of productivity problems of employees impaired by personal concerns but not limited to health. The goals of the programme are to ensure that staff members with personal problems are offered counselling, guidance and assistance to overcome them, to ensure that hr staff are fully trained to provide this assistance where necessary and to promote the wellbeing, productivity and moral of all employees (HR Strategy, 2010)

HR policies consist of the recruitment and selection policy, the leave policy, bursary policy, remuneration policy, promotions and transfer policy, travel and subsistence policy, standby and overtime policy, relieving allowance policy.

Annually a skills audit is done and a WSP developed and adopted by Council. A training committee also assists in prioritising training. However due to lack of financial resources, the WSP is seldom completed on an annual basis.

Training conducted for the 2011/12 financial year was conducted at the cost of R 361 798.58. The following numbers were trained:

Table 43: Training 2012

Employment category	Race											PWD			% trained
	African		Coloured		Indian		White		Total		Total	M	F	Total	
	M	F	M	F	M	F	M	F	M	F					
SOC 100 Legislators	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SOC 100 Directors and Corporate Managers	2	2	0	1	0	0	2	0	4	3	7	0	0	0	100
Soc 200 Professionals	16	12	1	0	0	0	4	3	21	15	36	0	0	0	100
Soc 300 Technicians and Trade workers	4	0	1	0	0	0	0	0	5	0	536	0	0	0	56

Soc 400 Community and Personal Service Workers	5	5	0	0	0	0	0	0	0	5	5	10	0	0	0	91
Soc 500 Clerical and Administrative Workers	2	10	0	3	0	0	0	0	0	2	13	15	0	0	0	60
Soc 700 Machine Operators and drivers	3	0	0	0	0	0	0	0	0	3	0	3	0	0	0	14
Soc 800 Labourers	84	15	2	0	0	0	0	0	0	86	15	101	0	0	0	100
Apprentices	12	0	0	0	0	0	0	0	0	12	0	12	0	0	0	
TOTALS	128	44	4	4	0	0	6	3	138	51	189	0	0	0		

Source: WSP Reports 2012

24 people were trained in ABET, 1 went on a municipal leadership development, 98 were trained in LED, 1 on IDP Learnership, 100 ward committees trained, 2 road Learnerships and 3 in water services skills programme. This was all as part of the LGSETA scarce skills programme. All training programmes that are being implemented for Staff and Councillors are linked to the IDP objectives and they are effective to staff. As a result they are able to perform their duties. The insufficient training budget for Councillors is challenging in that out of 37 councillors only twelve were trained in this current financial year. In the previous financial year 189 Officials were trained and no Councillors. In this financial year 137 Officials and 12 Councillors were trained. The LGSETA gave an amount of R234 774.26 for the 2012/13 financial year.

For the 2013/14 financial year training is envisaged for the following:

- Road construction, survey, operator certificates for TLB, graders and compactor trucks
- Electricity construction design and metering
- Computer courses
- Time management
- Stock control
- Environmental management
- Environmental health law
- MA Public administration
- Information science
- SCM audit on processes and procedures
- Financial auditing
- Internal Auditor board exams
- Secretarial course
- CPMD

- Strategic Management
- Project management
- Financial management for non financial persons
- Marketing
- Events management
- Municipal compliance
- Performance audit
- Facilitation
- Accounting
- Municipal financial specific course eg property rates, deeds etc
- Traffic Officer training
- B.Com
- Archives
- Customer care
- OHS
- First Aid
- LED
- Local government law
- Waste management

INTERNAL CONTROL PROCEDURES

If the Code of Conduct is not adhered to by either staff or Councillors, disciplinary action is being instituted. **The LLF is fully functional.**

Record keeping and Information Technology

The Council has approved the Records Management Policy, Central Registry Manual and Access to Information Manual during its Council Meeting held on the 27 March 2013 which regulates the access to information. Furthermore, with the assistance of the Provincial Archivist from Department of Sports, Recreation, Arts and Culture training was conducted on the 12 June 2013 to the municipality's employees on the following aspects:

- ❖ Archival legislation and the role of Provincial Archives and Records Services
- ❖ Roles and responsibilities of users in File Plan implementation
- ❖ Importance of good record keeping practices
- ❖ Identification and care of different categories of records

- ❖ Allocation of reference numbers in correspondences
- ❖ Records maintenance
- ❖ Understanding the logic of the file plan

The IT Manager ensures that the IT policy is followed and that all staff members sign the policy acknowledging their role in keeping the municipal IT system safe from intruders. In addition the server room is kept locked at all times.

PROTEST ACTIONS

No staff protest actions were held in the previous & current financial year. Mitigating measures are as follows:

- There is a Strike Management Committee (which sits only when there is a protest action)- comprised of Corp Services Director/MM , LR & HR Practitioner, 1 Cllr & organised labour rep.
- There is Essential Services Agreement
- Provisions prescribed in the LRA , Act 66 of 1995 (ss 64 – 77) are / will be followed.

There have however been periodic community protest actions in Sterkspruit since September 2012. The protesters wish to have their own municipality in Sterkspruit. The municipality has responded to all allegations relating to it directly. It can't take any decisions relating to municipal demarcation as these are done at a national level. It has however taken legal action to prevent any further destruction of municipal property like the burning down of its offices in Sterkspruit and to prevent protestors from threatening and hindering staff and Councillors from fulfilling their legal and mandated jobs. The Municipality has been fully co-operative of all provincial and national attempts to resolve the protest. The last protest was in relation to the 7 May 2014 national and provincial elections which the community tried to prevent voting by hindering people from registering and burning down a classroom.

INSTITUTIONAL COHESION

The municipality run wellness days to promote institutional cohesion. A netball and soccer team have been developed to play at the SALGA games as well as play against other sector departments and municipalities. In addition the Induction programme is also tailored to make employees feel part of the institution and promote institutional cohesion. Internal newsletters also help promote institutional cohesion.

CHAPTER FIVE: GOOD GOVERNANCE & PUBLIC PARTICIPATION

IDP PROCESS PLAN

Introduction

Senqu Local Municipality reviews its IDP and Budget in accordance with the requirements as set out in the Local Government: Municipal Systems Act (MSA) 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and the Municipal Finance Management Act 56 of 2003.

The review also takes into account the 2013-14 IDP assessment recommendations which rated the municipality high in all areas but that of financial viability which was medium.

Adopted Process Plan

The MSA 28(1) states that *each municipal council ... must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP*". The process plan was adopted on the 31st August 2013. The Process Plan outlines the programme to be followed and provides details on issues specified in the Act.

The Local Government: Municipal Structures Act 117 of 1998, Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003 are specific to municipalities and are the key legislation for the development of the IDP. Other national sector legislations also contain various kinds of requirements for municipalities to undertake planning.

Some important National and Provincial guiding plans and policy documents for the IDP include the Medium-term Strategic Framework, the National Spatial Development Perspective (NSDP), the National development Plan, the new Growth Path, the Eastern Cape Provincial Spatial Development Plan (ECPSP), the Eastern Cape Provincial Growth and Development Plan (ECPGDP) and the Ukhahlamba (now Joe Gqabi) District Growth and Development Summit (GDS).

IDP Process

The IDP Process is a continuous cycle of planning, implementation and evaluation.

Institutional arrangements and roles and responsibilities

The development of the IDP and Budget involves Municipal Officials, Councillors as well as stakeholders/actors outside the Municipality.

Institution	Role & responsibility
Council	Approves, adopts the IDP and budget Participates in M&E
Executive Committee	Decides on the Process Plan. Manages, co-ordinates and monitors the process and drafts the IDP and budget
IDP Manager	Drafting and co-ordination of the IDP process on a day to day basis
IDP and Budget Steering Committee	Provides technical expertise for the drafting of the IDP and budget
IDP Representative Forum	Provide community needs and priorities and indigenous knowledge. Act as a M&E mechanism

Other actors

ACTORS	ROLES AND RESPONSIBILITIES
Ward Councillors/Ward Committees (assisted by CDWs)	<ul style="list-style-type: none">• Major link between municipality and residents• Link the planning process to their wards or constituencies• Organize public consultation and participation• Represent the ward at the IDP & Budget Representative Forum• Analyse ward-based issues, determine priorities, negotiate and reach consensus.
Community	<ul style="list-style-type: none">• Represents interests, contribute knowledge and ideas to the

	<p>Representative Forum</p> <ul style="list-style-type: none"> • Inform interest groups, communities and organizations • Analyse issues, determine priorities, negotiate and reach consensus • Participate in designing project proposals • Discuss and comment on the draft IDP • Monitor performance in implementation • Conduct meetings with groups, communities, etc to prepare for and follow-up on relevant planning activities.
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Mechanisms for community and stakeholder participation

One of the main features about IDP and Budget Processes is the involvement of community and stakeholder organizations in the process. This was done through the:

- IDP Representative & Public participation Forum to verify and add data
- Round Table
- District Municipality's Rep Forum to ensure that local priorities are adequately reflected on the District's IDP
- Ward Councillors and ward meetings to keep communities informed about the IDP progress (including Ward Committees and CDWs)
- Annual reports on municipal progress
- Mayoral outreaches
- Advertisements in local newspapers and community radios on the progress
- Making the IDP document available to all units and in public places for public comments
- Municipal website.

English is used as a language of governance however in community meetings languages that are spoken in that community are used. Officials are responsible for arranging venues and transport for all wards to all meetings. Transport is arranged for Traditional Leaders, Designated Groups and Ward Committees at the cost of the municipality.

Mechanisms and procedures for alignment

The IDP Manager (Municipal Manager) and the Manager IDP & PMS of Senqu Municipality is responsible for ensuring smooth co-ordination of the IDP process and its alignment with the District's IDP through bilateral discussions with affected sector departments and neighbouring Municipalities as well as IDP representative Forums. Inter-Governmental Forums such as the Joe Gqabi District IDP Representative Forum are also used to ensure that beneficial alignment of programmes and projects do occur.

Detailed IDP and budget action plan

	Activity	Purpose	Responsibility	Time frame	Progress
1.	Develop draft IDP Framework Plan and present to Council for adoption	Guide development of Process Plans	IDP Manager	June – August 2013	Met
2.	Discuss process plan with IDP and Budget Steering Committee and Ex Co	To ensure that management and political leadership agrees on the IDP and budget timeframes	IDP Manager & BTO	20 August 2013 21 August 2013	Met
3.	Adopt Process Plans	To guide the planning, drafting, adoption and review of the IDP and budget Establish committees and consultation forums for the IDP and Budget process	Council	31 August 2013	Met
4.	Publish and make known Process Plan (i.e. key activities and deadlines)	Inform public of the process to be followed in developing the IDP	IDP Manager BTO	6 September 2013	Met
5.	IDP Representative Forum	To discuss process plan	IDP Manager	18 September 2013	Postponed to 4 December 2013 due to civic protest
6.	Public engagement consultation	Consult local communities on their development needs and priorities.	Executive Committee	1 September - 30 October 2013	Postponed due to civic protest
7.	IDP Representative Forum	Finalise issues raised in the outreach with Communities	IDP Manager	26 November 2013	Met on 4 December 2013
8.	Departmental Strategic sessions	Look at issues raised by communities and see how they can be resolved through departmental objectives , strategies and objectives	HOD's	2-6 December 2013	Met
9.	IDP & Budget Steering committee	To look at departmental strategic sessions and develop draft objectives, strategies and project proposals	IDP Manager BTO	11 December 2013	Postponed to 11 February 2014
10.	IDP & Budget Steering committee	To meet with sector departments and discuss objectives, strategies and project proposals	IDP Manager Municipal Manager	12-13 December 2013	Postponed to 13 February 2014
11.	Municipal strategic session	Define municipal objectives, strategies, objectives, targets and budget proposals	Council	14 -17 January 2014	Postponed to February 2014
12.	Report on mid-year and performance assessment	Evaluate performance of the municipality to guide future decisions as well as for the new financial year	Municipal Manager	21 January 2014	Met
13.	IGR meeting	To meet and finalise budget propositions	IDP Manager Municipal manager	13 February 2014	Met on 20 th February 2014

14.	IDP & Budget Steering committee Meeting	To meet and finalise budget proposals and adjustment budget	IDP Manager CFO	19 February 2014	Postponed
15.	IDP Representative Forum	To meet and discuss draft IDP	IDP Manager	5 March 2014	Met on the 18 th March 2014
16.	IDP & Budget Steering committee	Compile draft high level SDBIP	CFO IDP Manager	13 March 2014	Postponed
17.	Council	Mayor presents draft IDP and high level SDBIP to Council	Mayor	31 March 2014	Presented on the 28 th March
18.	Departmental SDBIP sessions	To draft departmental SDBIP's	Departments HOD's	1 - 17 April 2014	Met
19.	Public comments	Meet communities and invite comments on the budget and IDP	Executive Committee IDP Manager	17 April – 5 May 2014	Outreach delayed due to electioneering to May 2014 but comment period adhered to. Outreach done in May 2014.
20.	IDP & Budget Steering committee	To finalise SDBIP and PMS targets	CFO IDP Manager	6 May 2014	Postponed to 14 May 2014 due to national & provincial elections
21.	IDP Representative Forum	To discuss PMS targets	Mayor IDP Manager	8 May 2014	Postponed to 16 May 2014 due to national & provincial elections
22.	Table municipal draft budget and proposed revisions to the IDP	Consolidate plans for delivery of services and attainment of the development trajectory of the municipality	Mayor	31 May 2014	Met
23	Final IDP to MEC and IDP summaries printed		IDP Manager	10 June 2014	Submitted 9 June 2014
23.	SDBIP to Mayor	Mayor receives and agrees on SDBIP	Municipal Manager	26 June 2014	
24.	SDBIP to Council	SDBIP given to Council for approval	Executive Mayor	30 June 2014	
25.	SDBIP made public	SDBIP made public	PMS Manager	14 July 2014	

IDP ASSESSMENT & REVIEW

It should be remembered that this document is a review of the original IDP. Thus the changes are the following:

- Incorporation of the draft 2014/15 budget
- Incorporation of sector departments draft projects and budgets
- Reviewed ward priorities and projects

- Reviewed vision, mission and strategic objectives

KPA Assessment 2013/14	Progress
Institutional development <ul style="list-style-type: none"> • Summary of HR plan • Summary of WSP including operational plan • Organogram to indicate numbers and how it will be filled • Employment Equity plan summary • Copy of HR plan and council resolution • Reflection on succession plan • PMS rollout and summary 	Included Included Included Included Included Included Included
LED <ul style="list-style-type: none"> • BBEE, SMME and Co-operative Targets 	Included in SDBIP
GOVERNANCE <ul style="list-style-type: none"> • Social cohesion programmes and plans • Integrated social cohesion programme • Integrated community safety forum and plan • More on audit action plan and committees 	Included Working on including Working on including Included
SERVICE DELIVERY <ul style="list-style-type: none"> • More on ISD unit • More on SLA's with DM and other service providers • Sustainable environmental practises for re-cycling • Audit on community facilities • More on EIA's • More on ability to deliver services • Information on credible land register • Control mechanisms for land invasions • Nature of service delivery levels through CIP • Social viability of settlements • Vulnerability and risk assessment • DM co-operative agreements • Fire services tariffs • Elec – determine need • Look at renewable energy solutions • O&M for electricity reticulation and upgrade 	Included Included Working on including Included Included Included Included Included Included Included Working on inclusion Included Working on inclusion Working on inclusion Working on inclusion Included in SDBIP
FINANCIAL MANAGEMENT	

<ul style="list-style-type: none"> • Include national goals and community participation • More financial policies • By-law relook • Alternative mechanisms for financial investment in infrastructure, maintenance of old infrastructure and acquiring new • GRAP compliant infrastructure register • Changes in targets and objectives and strategies • Changes in community priorities • Budget figures • Draft SDBIP • Show expenditure percentage of budget for last 2 years and audited results • Show extent of own revenue and grant usage • Viability of IDP implementation • Last 2 years of capital and operational expenditure analysis • % of budgeted income in the past 2 years per category • Linkage between IDP and budget • Reflect DM budget • Updated valuation roll and supplementary roll • Functional supply chain unit and bid committees 	<p>Included</p> <p>Included</p> <p>included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p>
<p>POPULATION</p> <ul style="list-style-type: none"> • Migration plan • Sectoral plans including population concerns • Sector plans taking account of MDG's and Section 12 outcomes • Assessment of social impact of development initiatives • 2011 Census figures 	<p>Working on incorporation</p> <p>Working on incorporation</p> <p>Working on incorporation</p> <p>Included</p> <p>Included</p>

Previous IDP Assessments

KPA	Rating 2008/9	Rating 2009/10	Rating 2010/11	Rating 2011/12	Rating 2012/13	Rating 2013/14
Spatial Development Framework	Medium	High	Medium	High	High	High
Service delivery	Medium	High	Medium	Medium	High	High
Financial Viability	Medium	Medium	Low	High	Medium	Medium
Local economic Development	Medium	Medium	Low	Medium	High	High

Good governance & public participation	Low	Low	Low	High	High	High
Institutional Arrangements	Medium	Low	Medium	High	High	High
Overall Rating	Low	Medium	Medium	High	High	High

PUBLIC PARTICIPATION

Public Participation Plan

The Municipality prepares a draft annual public participation plan to Council which goes to Council by the end of the 1st quarter for adoption. This was done as can be seen by the plan below for 2013/14. The plan reflects all the events which require the public to participate for all departments and the responsible person for the event. This year 2014/15, the plan will first be sent to the Public Participation Forum for comments and additions before it is sent to Council for adoption.

Annual Public participation Plan 2013-134	
July	
Ward Committee Meetings	Ward Councillors
Develop draft IDP Framework Plan and present to Council for adoption, June - August 2013	IDP
August	
Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year 31 August 2013.	Mayor
Ward committee meetings	Ward Councillors
Woman's month meetings	SPU
September	
Publish and make known Process Plan (i.e. key activities and deadlines), 6 September 2013	IDP & BTO
IDP Representative Forum to discuss process plan and review analysis 18 September 2013	IDP
Municipal Round Table 19 September 2013	CCO
Ward Committee Meetings	Ward Councillors
Public engagement Exco outreach on the IDP 1-30 September 2013	
Youth festival 20-22 September 2013	SPU
October	
Public engagement Exco outreach on the IDP 1-30 October 2013	IDP
Provincial Exco outreach 24-25 October 2013	OTP

Project Mkonzo launch 11 October 2013	COO
Tourism awareness at schools October 2013	Tourism officer
Community Survey October 2013	COO
IGR Meeting to discuss outreach issues and IDP 18 October 2013	IDP
Public Participation Forum/Round Table 29 October 2013	COO
Ward Committee Meetings	Ward Councillor
November	
Economic Development Committee 13 November 2013	LED
IDP Representative Forum to discuss and finalise outreach issues 26 November 2013	IDP
Ward Committee Meetings	Ward councillor
Community Based Planning for Wards	IDP
16 days of activism against child and woman abuse activities	SPU
December	
IDP & Budget Steering Committee to discuss issues and revise and develop draft objectives, strategies and formulate draft project proposals with sector departments 12-13 December 2013	IDP
Council finalises tariff (rates and service charges) policies for next financial year	CFO
Ward Committee meetings	Ward Councillors
Programme for people with disabilities	SPU
Community Based Planning for Wards	IDP
HIV & Aids day celebrations	SPU
January	
Ward committee Meetings	Ward councillors
Community Based Planning for Wards	IDP
February	
Economic Development Committee 12 February 2014	LED
IGR Meeting to discuss project proposals and budgets with sector departments 19 February 2014	IDP
Round Table & Public participation Forum 27 February 2014	
Ward Committee Meetings	Ward Councillors
Community Based Planning for Wards	IDP
March	
IDP Rep Forum to discuss draft IDP 5 March 2014	IDP

Mayor tables municipality budget, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year 31 March 2014	Mayor
Ward Committee Meetings	Ward Councillors
Municipal Round Table	CCO
April	
Public comments on IDP & Budget 17 April - 5 May 2014	BTO & IDP
Ward committee meetings	Ward Councillors
May	
IDP Representative Forum to discuss draft PMS targets 8 May 2014	IDP & PMS
Economic Development Committee 13 May 2014	LED
Council to consider approval of budget and plans at least 30 days before start of budget year, 31 May 2014 .	Mayor
Ward committee meetings	Ward Councillors
June	
Municipal Round Table & Public Participation Forum 5 June 2014	CCO
Ward Committee Meetings	Ward Councillors

Public Participation Framework/Strategy

The Public Participation Framework has been developed and sent to Council for adoption. The strategy was presented to both the IDP Representative Forum and the Public Participation Forum for comment. The framework outlines the roles and responsibilities of all stakeholders in public participation as well as the mechanisms for undertaking public participation. These include the guidelines for public events that must be followed as well as the processes that members of the public must follow if they wish to submit grievances or complaints.

Challenges and intervention for public participation

- **Geographical** – the municipal area consists of 19 wards with many villages. Due to the mountainous terrain and the lack of infrastructure development during the homeland period, the road network is poorly conceived and as a result villages which should be directly connected are normally connected through rerouting to a main road. The Demarcation Board did not consider the terrain with the result that 1 ward has a village which is located almost 4 hours away by road as it falls on the other side of a mountain range.
- **Infrastructure** – due to the vastness of the terrain, it is difficult to find a central meeting spot in the ward which

is accessible to all by foot and has a facility large enough to accommodate all residents. The municipality is in the process of ensuring that all wards at least have one community hall.

- **Education levels** – it is an ongoing process to educate the community about local government so that they can participate in an effective and efficient manner
- **Traditional leaders** – the municipality has made a concerted effort to ensure that traditional leaders are included in all public participation events and in Council activities but many still see the municipality as undermining their role and will not work with them.
- **Communication** - due to the vastness of the area and mountainous terrain telecommunication networks are limited with the result that it is difficult to communicate with communities due to lack of telephone and email networks.
- **Financial**- although a budget is set aside for public participation under the IDP and budget vote, it is not enough as it is expensive to cater for the transport and food that is required for all these occasions. However departments also have operational budget for their public participation occasions.
- **Sustainability** – many community based organisations do not have a long life span due to in fighting or inactivity by members
- **Apathy** – members of the public do not feel the need to participate in government processes due to a variety of factors

Stakeholder Communication Strategy

The municipality has a communication strategy which identifies and outlines which and how to communicate with stakeholders. The adopted communication strategy relies on Ward Councillors, CDW's and the Executive Committee to ensure that information reaches the public. Other methods such as posters, loudhailers and the local radio station Ekepinini and newspapers are used to keep the community informed. However due to financial constraints and the poor accessibility and poor network coverage of the region, some communities struggle to access information. As a result the onus is on developing central points where billboards will be erected and information displayed on a regular basis.

The Communications Officer has been trained on website management so that the municipal website will be continually updated and remain relevant. Monthly newsletters are printed and distributed as well as quarterly newsletters. Outreaches such as the Executive Committee outreach will occur on a quarterly basis to ensure that the community are informed and can also relay complaints to the Mayor.

The municipality has increased the amount of funding that it has given to the communication section. As a result of this funding the municipality has improved its public address system and bought a public loudhailer system for

vehicles. In addition it is in the process of procuring public notice boards to be located centrally in the wards and a tent.

A stakeholder register has been developed for the Public Participation Forum. This is attached as Annexure 3. The Public Participation Forum assists the municipality in its efforts to increase the effectiveness and efficiency of public participation by mobilising stakeholders.

Ward Committees

Ward committees have been formed for the 19 wards. Ward Committees are chaired by the Ward Councillors and consist of up to ten elected members. The purpose of the committees is to broaden participation in the democratic process of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the ward. The Ward Committees gather information from the communities during the IDP process which are forwarded to the IDP and Budget Steering Committee for consideration in the budget process. In addition problems identified by the ward committee are forwarded to the IPME Standing Committee for resolution by the responsible Department head. Ward committees and Councillors are also utilised to mobilise ward members for the Executive Committee outreaches.

The functioning of the ward committees has been hampered this year by the civic unrest in and around Sterkspruit. As a result many ward meetings have not been held due to threats against Councillors and Ward Committee members. In spite of this the Municipality did undergo **ward based planning** in February 2014 with a consultant engaged by the Department of Local Government & traditional Affairs.

Ward committees have been trained. Funding has also been allocated on an annual basis to compensate ward committee members for their time but the suggested stipend amount from national treasury will not be met due to financial constraints of the municipality.

Traditional leadership

The municipality is committed to meeting with Traditional leaders to find solutions to the problem of acquiring sufficient land for development outside town boundaries. Traditional leaders are represented in Council and at all standing committees. The municipality is however experiencing some resistance from Traditional Leaders who feel that their authority is being undermined by the Municipality. The Mayor has however made

it a clear policy that nothing may be implemented in wards without the knowledge of Traditional Leaders and they are invited to be part of all municipal outreach events.

7 traditional leaders have been gazetted to attend Council and Standing Committee meetings and to date no representation has occurred.

SOCIAL COHESION

The municipality has several social cohesion programmes. These involve door to door campaigns whereby the municipality and sector department target certain areas and run campaigns on problems being experienced in that area such as child headed households. A plan is then formulated to resolve these issues and all stakeholders state their commitment to resolving these issues.

The Municipality has also resuscitated the Mayoral Cup whereby all sports codes participate in their codes and the winners receive prizes and cups. The Youth festival was also launched in March 2013 whereby the youth are encouraged to showcase their talents in song and art. These will and have become annual events

The municipality participates in community policing forums in order to unite stakeholders to fight against crime. The municipality also forms part of the moral regeneration programme of the Presidency. The **Integrated Community Safety Forum** relaunched in June 2013 under the leadership of the Community Services Portfolio Councillor. The relaunch of this forum has been delayed several times by the civic protest. The work of the new forum will be the development of an Integrated Community Safety Plan.

All of these programmes and public participation forums together assist in providing platforms whereby people can meet and discuss their differences and problems. This dialogue leads to nation building as people begin to realise that there is more that unites them than divides them.

The municipality has IGR structures such as the IDP Representative Forum whereby sector departments are engaged with in order to find solutions to service delivery issues. In addition special meetings are arranged for departments to meet outside the IDP Rep Forum. Sector departments (national and provincial) are also engaged with through Munimec and the District IGR structures such as DIMAFO. Sector departments are also contacted throughout the year to respond on community queries as well as participate in public participation programmes. In addition engagement with provincial and national departments is

facilitated through the Joe Gqabi District IGR structures such as the various committees like governance and administration which are attended by the municipality.

The Municipality also participates in all SALGA structures where it can meet and discuss issues with other municipalities. These structures **facilitate inter municipal planning**. In addition the District DIMAFO structure provides a space for all Mayors and Municipal Managers to meet and discuss on issues which affect the District as a whole. Other relevant District forums are also attended by the Municipality such as the District Support Team, and Communicators Forum.

OTHER PUBLIC PARTICIPATION FORUMS AND PLAYER

IDP Rep Forum

This forum meets at least four times a year to discuss progress achieved on implementation as well as to give direction around the needs and requirements of the future as contained in IDP. The forum is chaired by the Mayor and is constituted by various government departments, interested parties, organised groups, CBO's, Ward committees and NGO's.

CDW's

CDW's are another resource which the municipality utilises in order to improve public participation. However the implementation of this programme remains problematic due to power struggles between ward committees and CDW's. The problem is exacerbated by the fact that CDW's report to and are paid by the Province which means that in essence the municipality has no administrative control over the actions of these individuals. The municipality has attempted to alleviate the problem by having a quarterly **Round Table** meeting where issues pertaining to ward issues are discussed. It is chaired by the Speaker and consists of Ward councillors, Traditional Leaders, LG & TA and CDW's.

Economic Development Forum

This forum meets on a quarterly basis and consists of all stakeholders involved in LED. They meet to discuss issues and challenges relating to the implementation of LED. It is chaired by a Portfolio Councillor. In addition it will monitor the implementation of the LED strategy.

Communicator's Forum

This forum meets quarterly to discuss issues pertaining to communicators in the region. It consists of local municipal communicators, GCIS and media representatives.

COMPLAINTS & FRAUD MANAGEMENT

The municipality has a Community Care Officer who mans the Presidential Hotline as well as regular liaising with Ward Councillors and Ward Committees to ensure that they are kept abreast of any developments and complaints originating in their wards. The Officer contacts the necessary department with the complaint and then monitors to ensure that it is resolved.

The section is in the process of installing a complaints hotline which will be run by interns. In addition the system will run annual customer satisfaction surveys as well as development a customer charter which outlines the level of service which customers can expect from the municipality. The complaint management system is electronic and a SEBATA system known as Issue Management. The Customer Care Officer enters the complaint into the system and assigns it to the responsible official to deal with. If the Official fails to deal with the complaint, the system after a set amount of time refers it to their superior until it eventually lands up with the Municipal Manager. The system is in the process of being implemented.

The municipality has an adopted customer care charter and policy which outlines how complaints should be dealt with. This is contained in Annexure 4.

The Municipality adopted its **fraud prevention plan** in December 2008. The plan outlines what is fraud, a code of conduct for employees and Councillors, procedures for reporting fraud and lastly protection of the whistleblowers. The plan also outlines the policies and procedures that the municipality must implement in order to prevent fraud like supply chain management. The Internal and External Audit as well as the Audit committee are mandated to expose any evidence of fraud.

Most of the recommendations of the plan have been implemented and all employees are inducted about the Code of Conduct. The fact that Senqu has managed to receive an unqualified audit for 3 years indicates that the fraud prevention plan is effective.

AUDIT & OTHER COMMITTEES

Section 80 Committees

The only section 80 committee in Senqu is the Executive Committee which sits monthly comprising of the Mayor,

Chief Whip and Portfolio Councillors. This is because Senqu has an Executive Committee system. The Executive Committee has 5 sub committees each headed by a Portfolio Councillor. These are Technical services, finance, IPME, community services and corporate services.

Section 79 Committees

• MPAC Committee

The MPAC Committee was set up to improve the oversight role of Council. It meets to discuss all issues related to oversight as well as develop the oversight report for Council on an annual basis. The Committee is headed by Cllr A.Kwinana and 6 Councillors. The committee now meets on a monthly basis until it is fully operational and will then meet quarterly

• Mandate committee

• Remuneration Committee

• Strategic and Governance Committee

• Ethics Committee

These committees were approved during a Council of the 27th March 2013 and their members and terms of reference have been finalised

OTHER COMMITTEES

Performance Audit Committee

This committee meets to evaluate the performance of the municipality and S 56 employees on a quarterly basis. It consists of the members of the Audit committee.

AUDIT COMMITTEE AND AUDIT ACTION PLAN

The Committee meets to discuss the annual plan of the internal audit unit. The quarterly performance reports from the departments are also discussed in this committee.

The following are the audit opinion for Senqu Municipality for the past few years from 2007/8 financial year to date.

2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Qualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

The municipality continues to implement the OPCAR (operation clear audit report) reporting template that monitors corrective matters undertaken to the prior year audit as well as PAF (preparation audit file) which sets in place the framework for all information to be collected for the 2013/14 financial year's audit. The municipality prepares an electronic audit file under the direction of the Chief Finance Officer. The order of documentation is placed in the order of financial statements as indicated in GRAP and hyperlinked to relevant line item of the financial statements.

The Municipality aims to be the first municipality to attain a clean audit in the Eastern Cape. Furthermore, the Audit Action team consisting of key role-players in the audit is to continue its work to coordinate, resolve problems and share resources to continue with the improved audit results

There are some recurring financial issues raised by AG report. Recurring issues are mainly relating to non-compliance as well as performance information. The audit action plan reflected in the table below is therefore based on the matters of emphasis as well as the areas of non-compliance identified in the Consolidated Audit.

Table 44: Audit Action Plan

Finding	Progress to date
Restatement of corresponding figures The corresponding figures which relate to the year ended 30 June 2012 have been restated as a result of errors discovered during the current financial year.	These figures have been restated correctly
Material losses Material losses to the amount of R2 million was incurred as a result of electricity distribution losses. Impairments relating to impairment provision for doubtful debts to the amount of R5 million was incurred as a result of a write-off of irrecoverable exchange and non exchange receivables	The municipality is in process of replacing part of its network in order to reduce electricity losses. This work is ongoing.
Material under spending of the budget The municipality has materially under spent on conditional grants to the amount of R27, 8 million. As a consequence, the municipality has not achieved all of its planned objectives. The municipality has materially under spent on the capital budget to the amount of R19,3 million. As a consequence, the municipality has not achieved all of its planned objectives.	
Predetermined objectives Of the total number of 47 targets planned for the year, 15 of targets were not achieved during the year under review. This represents 32% (>20%) of total planned targets that were not achieved during the year under review. The reason for this was that the reported unrest in Sterkspruit interfered with operations and caused this lack in achievement of planned targets.	

<p>Procurement and contract management</p> <p>The preference point system was not applied in all procurement of goods and services above R30 000 .The register of bids received on time and the bid results were not published on the website of the municipality.</p> <p>Contracts were awarded to bidders based on preference points that were not allocated and/or calculated in accordance.</p> <p>Contracts were awarded to bidders who submitted false declarations on whether they are employed by the state or connected to any person employed by the state.</p> <p>Awards were made to providers who are in the service of other state institutions or whose directors/ principal shareholders are in the service of other state institutions.</p>	<p>A Supply Chain Manager has been pointed to deal with these issues which arose due to limited capacity in the Unit.</p>
<p>Expenditure management</p> <p>Reasonable steps were not taken to prevent unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure.</p> <p>Reasonable steps were not taken to promptly inform the MEC for local government in the province, in writing of any unauthorised, irregular or fruitless and wasteful expenditure incurred by the municipality.</p>	<p>The new Supply Chain Manager is dealing with these issues</p>
<p>Budgets</p> <p>After the council approved the adjustment budget, the municipal manager did not make public the approved adjustment budget .</p>	<p>This will be rectified with the new adjustment budget.</p>

The audit action plan has been developed and monitored on a quarterly basis by the Audit Committee to ensure that the departments concerned have corrected or put measures in place to ensure that these issues will not reoccur.

IT Steering Committee

This committee consists of officials from every department and discusses issues relating to IT. This includes the purchasing of software and hardware as well as problems being experienced with the expansion or current usage of the IT system. It meets quarterly.

Budget & IDP Steering Committee

This committee meets according to the annual IDP and budget process plan. It consists of top management officials from each department, Municipal Manager, Mayor and the Finance Portfolio Councillor. It is headed by the Finance Portfolio Councillor and discusses issues relating to the budget and IDP.

Management Meeting

This meeting is chaired by the Municipal Manager which meets monthly and discusses issues pertinent to the administration.

SUPPLY CHAIN COMMITTEES

Senqu has two committees viz the Specification/Evaluation Committee which ensures that the specifications are correct and in line with scm legislation and approves them for tender advertisements. The Committee also evaluates bids once tenders have closed and forwards their recommendations to the Bid Committee. The Bid Committee makes the final decision on tenders except for tenders above R 10 million.

HR Committees

HR has several committees.

- **Local Labour Forum** which consists of selected management, Finance and Corporate Services Portfolio Councillors and the labour Unions to discuss labour issues
- **Training Committee** to discuss the implementation and development of the WSP
- **Employment Equity Committee** to discuss recruitment and selection based on EE principles
- **Placement committee** which meet on an adhoc basis to discuss issues relating to the organisational structure
- **Occupational Health and Safety Committee** which discusses issues relating to the health and safety of officials and the buildings.

SPECIAL GROUPS

The Municipality has an SPU Officer and eventually the unit should receive additional staff. Portfolio Councillors for each area have been allocated from the Executive Committee

HIV and AIDS

An Officer is responsible for HIV and Aids co-ordination in the municipality. An **HIV and Aids Council** co-ordinates HIV and Aids activities in the region. The Council has developed an HIV & Aids mainstreaming policy which has been adopted by Council. HIV and AIDS ward Committees headed by Ward councillors are being launched in every ward. Council has also adopted a HIV and AIDS strategy for the municipality.

Youth Council

The Youth Forum has just been reformed and a youth strategy and plan developed for the coming years. A ward youth committee is being launched for every ward. The municipality is increasing its funding to provide for youth projects and ensure that more youth are assisted to find employment through the youth database. The municipality is committed to channelling all job advertisements and bursaries funded by various departments through to Ward Councillors for distribution to the youth.

Elderly Forum

The municipality has developed a Forum which will implements an annual plan.

Women Forum

A women empowerment forum exists led by a Portfolio Councillor from the Executive Committee. A plan is done on an annual basis. The idea behind the forum is to ensure that women are empowered to take advantage of economic opportunities in the region. A ward based women committee is being launched for every ward.

Persons with Disabilities

Persons with a disability have their own forum, known as the **Disabled Forum** which like the others develops and implements an annual plan. A database has been developed to indicate disability types so that sector departments may utilise it to increase the level of employment amongst people with disabilities.

Mainstreaming and access to economic opportunity

The municipality's sector plans all acknowledge the fact that the Senqu population is youthful with a high degree of unemployment. In recognition of this the municipality's infrastructural projects sets youth targets in respect of youth, women and disabled. The municipality also tries where possible to implement job intensive projects. It is experiencing difficulty in promoting people with disabilities as the database of disabilities is not updated. In addition most projects in the municipality tend to involve physical labour which excludes most type of disabilities. The poor educational facilities in the area for the disabled also precluded people from many types of work as they do not have the necessary work skills to engage in any decent work opportunities.

CHAPTER SIX: WARD PRIORITIES AND PROJECTS

WARD PRIORITIES 2014-15 (Re-examined and confirmed 4 Dec 2013)				
Ward 1 villages: Mboobo, Bhikizana, Walaza, Ndofela		2014	2015	2016
Water & water pipes	Mayisela, Dokosini, Mdweni, Revel e, Mgqwetha, Mahlabathini, White City	Access roads		
Electricity	Mgqwetha, Thulamtwana, Rasiye ni			
Access roads	Ndofela			
Job creation for the youth				
Maintenance of Sportsfields				
Increased reception	MTN, Vodacom & Cell C			
TV Reception	Whole ward			
Lightning rods	Whole ward			
Sanitation - none exists	whole ward			
RDP houses - (700)	ward			
Community halls - (Ndofela has 1 hall)	Walaza, Mboobo and Bikizana			
Pre-school - Bikizana (got 1),	Mabalana village			
Old age home	whole ward			
Projects required - Bikizana has 1 project growing vegetables	Walaza, Ndofela, Mboobo			
Job creation for the youth				
Clinic - only 1 at Ndofela but very small,	Walaza, Mboobo, Bhikizana			

Ward 2 villages: Storomo, Ndingishe, Makalakaleng, Gcina, Qhimira		2014	2015	2016
Bridge	Qhimira village	Youth employment	Bridge Qhimira	
Community hall	Ndingishe, KwaGcina (unfunded)	Piggery project	Wool assistance	
Clinic	KwaGcina (unfunded)			
Access roads	Maintenance in the whole ward		Community Hall	
Network coverage	Qhimira village, Ndingishe & part of KwaGcina			
Speed bumps	St Theresa SSS, Tlokwen SSS			
Sanitation	New extensions			
Funding of LED projects				
Shearing shed	Rooival village/KwaGcina			
Cellphone reception	Ndingishe & Qhimira			
Pre-school at Storomo	Storomo			
Water shortage - get it but not consistent	Ndingishe not consistent and Storomo but St Theresa has nothing			

Ward 3 villages: Makalakaleng,Hohobeng,Ekra,Qoboshane,Zwelitsha		2014	2015	2016
Water & sanitation	Qoboshane,Ekra,Makalakaleng, Hohobeng, all villages	Toilets in Makalakaleng,Ekra,Qoboshan e,Hohobeng,new extensions	Access roads in all villages	Shearing shed Makalakaleng,Ekra,Hoho beng,Qobshane
Electricity	New extensions	Electricity in Makalakaleng,Ekra,Qoboshan e,Hohobeng,New extensions	MTN & Vodacom in Qoboshane,Mtshongoville	Disabled school
Pre-schools	Makalakaleng,Mtshongoville		Mobile clinic in Qoboshane,Hohobeng,Mtsho ngoville	Youth jobs
Access roads	all villages		Crèches in Makalakaleng,Mtshongoville	
Clinic	Qoboshane,Ekra,Makalakaleng, Hohobeng, Mtshongoville			
Poor cellphone reception - MTN & Vodacom	Qoboshane,Mtshongoville,			
Shearing shed	Qoboshane,Mtshongoville, Ekra, Hohobeng			
Disabled school				
Work opportunities				

Ward 4 villages: Mkunyazo,Boomplaas,Hillside,Mfinci,Penhoek,Maqolwaneni		2014	2015	2016
Water		T606,T514,T6007		
Access roads	Penhoek,Mfinci,Mkunyazo	Access roads Mkunyazo,Penhoek,Mfinci		
Electricity	Hillside new extensions	Water		
Sanitation	whole ward	Electricity		
Pre-schools	Hillside,Penhoek,maqolwaneni	Pedestrian bridge Penhoek,Hillside		
Community Hall	Mkunyazo			
Paypoints	Mfinci,Boomplaas			
Disabled school	Sterkspruit			
Pedestrian bridge	between Mkunyazo and Penhoek, Hillside from 1 side of the village to the other			
Gxothindidala project to plant and plough				
Sportsfields	Mkunyazo and Hillside			
Pre- schools -	Maqolwaneni and Hillside			
TV reception bad	whole ward			
Graveyards	whole ward			

Ward 5 villages: Bebeza,Makhumsha,Mabele,Dangershoek,Nomlengana		2014	2015	2016
Poor cellphone reception	Nomlengana,Dangershoek,Mabe	Water		

	le,Makumsha			
Road	Qoboshane- Nomlengana	Tractors, Sinenceba,Phakamani		
Electricity	Nomlengana, Dangershoek			
Water				
Bridges				
Scholar transport				
Donga closure				
No TV reception for the whole ward				

Ward 6 villages: Mpoki,Musong,Dulciesneck,Majuba,Ndungunya,Rietfontein, Bultfontein		2014	2015	2016
Sanitation	Dulciesneck, Musong	Soil erosion	access roads	unemployment
RDP houses	Bultfontein, Musong			
Access roads	Bultfontein, Musong, Rietfontein, Dulciesneck,Majuba, Ndungunya			
Unfinished road	Musong			
Schools	Bultfontein			
Water inconsistent supply	Bultfontein, Musong, Rietfontein, Dulciesneck,			
Bad TV reception	Bultfontein,Rietfontein & Musong			
High unemployment	Rietfontein,Bultfontein, Majuba, Ndungunya			
Bridges	2 Musong, 1 Bultfontein			
Pre-school	Musong,2 Ndungunya,Majuba pre-school renovations			
Free basic electricity				
Electricity	Dulciesneck & Ndungunya extension			
Play grounds	Bultfontein,Musong,Ndungunya, Majuba			
Fencing of cemeteries	Bultfontein,Musong,Ndungunya, Majuba			
Dairy renovation	Rietfontein			
Paypoints	Ndungunya,Dulciesneck,Rietfont ein,Bultfontein			
Cellphone reception bad	Bultfontein, Musong, Rietfontein, Dulciesneck,Majuba, Ndungunya			

Ward 7 villages: Macacuma,Thaba-Lesoba		2014	2015	2016
Water	Macacuma,Thaba Lesoba	Mgxojeni project needs water and elec	White door of hope - food and blankets	
Electricity	Macacuma,Thaba Lesoba new extensions, Community hall	Sihle project needs water and elec		
Sanitation	Macacuma,Thaba Lesoba	Ekonwabeni old age house and electricity		

RDP houses	Macacuma, Thaba Lesoba (2000)	Ikaneng poultry project water and electricity		
Bridge required	Thaba Lesoba - Matlapaneng	Vezukhya agric co-op		
Access roads - maintenance				
fencing of graveyard				
pre-schools	Thaba Lesoba			
Community hall required	Macacuma			
Bridge required - kids can't get to school	Thaba Lesoba			
Stock dams				
sportsfields				

Ward 8 villages: Mokhesi, New Rest, Tapoleng, Mogoabong		2014	2015	2016
RDP houses	Mokhesi, New Rest & Tapoleng	Poultry	Water & sanitation	Access Roads
Water and sanitation	Mokhesi, New Rest	RDP houses	Cemetery fencing	fencing of cemeteries
Access roads	Mokhesi, New Rest & Tapoleng	Access roads	Community Hall	Building of shearing shed
Electricity	Mokhesi (Paradise new stands), New Rest & Apollo lights	Blading of fields	Blading of fields	
Fencing of cemeteries	Mokhesi, New Rest (Paradise)		Access Roads	
Community hall	New Rest & Mogoabong			

Ward 9 villages: Ngquba, Kromspruit, Lipota, Alamlil, Hinana, Mapolo		2014	2015	2016
Community Hall	Between Kromspruit and Ngquba	Community hall	Sportsfields	
Clinic	Between Kromspruit and Ngquba	Clinic	access roads	
Water	Ward	water	cellphone reception	
Electricity	Hinana, Mlamli, Kromspruit new extensions	electricity	job creation	
Sanitation	Kromspruit, Ngquba, Hinanana & Hoita	Sanitation		
Sportsfields				
Access roads	Lepota, Kromspruit, Hinana, Mlamli			
Cellphone reception other than MTN	Mlamli			
Job creation				

Ward 10 villages: Makhetheng, Zwelitsha, Sterkspruit town, Tienbank, Matlapaneng		2014	2015	2016
Community hall	Makhetheng	Old age home - Makhetheng		
Electricity	Embekweni (Tolon)	Toilets-Embekweni		
RDP houses	Makhetheng, Tienbank & Matlapaneng	Sports ground- Tienbank & Makhetheng		

Access roads	Makhetheng, Tienbank & Matlapaneng	sewing project-Makhetheng		
Sewerage	Extension 1	EPWP project		
Speed humps	Zastron Road			
Proper waste site	Extension 1			

Ward 11 villages: Herschel, Ndilinkonzo,Entsimekweni,Skhisazana, Ezintatyameni, Bluegums,Meyi		2014	2015	2016
Access roads -	Ndilinkonzo to Entsimekweni needs to be fixed as washed away, Skhisazana road also washed away. All others need maintenance			
Electricity	Extensions			
Water	Extensions			
Upgrade of water system - RDP houses have no water and inside toilets	Herschel			
Land for graveyard	Herschel			
Shearing shed	Skhisazana			
Job creation to be extended				
Title deeds	Herschel RDP houses			
Electricity, water and toilet-not opened yet	Herschel library			
Renovation of 2 roomed houses	Oranfontein			
Roads to fields	Skhisazana and Ezintatyameni			
Renovation of community halls at Blue Gums (electricity, need plastering and doors fixed up)				
Renovation of schools -	Ezintatyameni, Ndilinkonzo, Ebenezer (high), Skhisazana,Entsimekweni (cracks, window panes, ceilings)			
Satellite police station	Herschel			
MPCC	Blue Gums			
Wool washing factory	Blue Gums			
Tractors for ploughing				
Paving	Herschel and Oranfontein			
Speed humps	Herschel and Blue Gums			
Pre-school	Ezintatyameni			
Fencing of graveyards in villages				
Sanitation - project in whole ward - started in May 2011 - not finished got structures and some pits				
Shopping complex	Herschel			
Sportsfields - not maintained				
Cell phone reception is bad	Vodacom a problem in Skhisazana, Entsimekweni and			

	Herschel, Meyi			
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Ward 12 villages: Manxeba,Hlomendlini,Magadla,Jozanas Nek, Jozana's Hoek, Magwiji		2014	2015	2016
Proclaimed and access roads	T 511,T520,T522 and access roads for the whole ward	Water/sport field	Community hall	Hlomendlini brick making
Sanitation	Manxeba & Hlomendlini, Magwiji school has no toilet	Access road	Disabled centre	Shearing shed
Community Hall (3)	Magadla	Electricity	Old age home	Sport field
Poor Cellular network	Manxeba,Hlomendlini,Magadla, Jozanasneck, Jozanashoek and Magwiji	Shearing shed	Khazimla Project	
Upgrading of Holohlahatsi project at Jozana dam	Magwiji	Pre-school	Siyazama poultry farm – Magadla	
Land care project	Manxeba,Hlomendlini,Magadla, Jozanasneck, Jozanashoek and Magwiji	Masifundise sewing project- Manxeba	Siyangena sewing project – Jozanashoek	
Stormwater drainage - villages built on hillsides and just wash away				
Water -disruption because of illegal connections		Masakhane Sewing project- Magadla		
Need playing fields	Jozana's Hoek, Jozanas' Neck, Magadla	Kuyasa old age home- Manxeba		
Only got 1 dipping tank and got no dip		Jozanashoek wool growers		
RDP houses		Kwezi Lokusa sewing project - Hlomendlini		
Clinics - need 2		Hlomendlini wool growers		
Policing - need CPF training		Hlomendlini poultry farming		
Need 2 multipurpose centres		Zola dairy- Hlomendlini		
Education - need 1 high school		Jozanasneck old age home		

Ward 13 villages:Coville,Zava,Naledi,Khiba,Nkopane,Mbonisweni,Mdlokovana		2014	2015	2016
Proclaimed roads need maintenance	T 510,T 526,T 527			
Access roads all require maintenance				
Need low level bridge	Mbonisweni			
RDP houses need 3000				
Cemetries need fencing and plot numbers, water and toilets				
Youth want job creation cleaning of cemetries				
Stock dams - have 3 dams that are silted up (between Naledi and Mbonisweni, Nkopane,Nhlokovana)				
Poor cellphone reception	Mdlokovana, Coville under mountain, Nkopane on way to Mdlokovana			
Community hall required	Naledi between Mbonisweni and Coville, Khiba			

Community Hall needs electricity, ceiling and poor quality of chairs and no water	Zava			
Bakeries have equipment but no electricity (funded by LG)	Naledi, Zava and Mdlokovana and Khiba			
Water has low pressure especially in Khiba, Ndlokovana, Nkopane and Thaba Koloi and part of Coville. Standpipes but not functioning.	New extensions without water			
Electricity	New extensions. Pre-schools Khiba, Coville and Thaba Koloi need electricity			
Pre-schools	Nkopane and Naledi			
Job creation				
Sportsfields need blading				
Want people to go and look at the projects and see what assistance required				
Windmills at Khiba not working.				
Upgrading and protection of the springs				

Ward 14 villages: Khwezi Naledi, Lady Grey town, Transwiler		2014	2015	2016
Street lights	Steve Tshwete	Job creation	Renovating of the hospital	
Electricity	New extensions	Bridge at Khwezi Naledi houses		
Public toilet	Standard bank	Medicine at the clinic		
Upgrading of road	Tourist facilities like dam			
Paving of streets	Steve Tshwete			
Hall wanted	Steve Tshwete			
Parks for children				

Ward 15: Rossouw, Clifford, New England, Phelandaba, Zingxengele, Mission, Rockcliff Clinic, Ntaba Mhlope, Sijhora		2014	2015	2016
Sanitation - toilets	Zingxengele	Access road to fields needs repair at Phelandaba	Access roads	unemployment
Water scarcity	Whole ward			
Playing fields	Whole ward			
Dipping tank	Phelandaba			
RDP houses	Whole ward			
Access road	Emoyeni to Ntaba Mhlope, DR 03214 over Lundean's Neck. Whole ward			
Poor cellphone reception	Sijorha, Rossouw			
No place to purchase electricity	Whole ward			
Pre-school	Phelandaba			

Clinic	Phelandaba			
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Ward 16 villages: Rhodes, Mosheshesford, Tantalion, Persiville, Nkululeko		2014	2015	2016
Land for grazing & Housing	Nkululeko			
RDP houses	Econgo & Zixinene			
primary school, clinic, FET College	Nkululeko			
Street paving	Nkululeko			
Tarred road	Barkly East- Rhodes			
Water drainage at sportsfields	Nkululeko & Rhodes			
Home Affairs				
MPCC land available	Nkululeko			
Fencing of grave site and new grave site				
Sanitation	Rhodes			

Ward 17 villages: Sunduza, Bensonvale, Top Tapoleng, Masekeleng, Voyizana, Jovelani		2014	2015	2016
Sanitation	Jovelani	Jovelani - Sunduza access road	Water	
Electricity	New connections at Voyizana, Jovelani & new extensions	Soil erosion projects	RDP houses	
Job creation		Water in schools at Jovelani		
Maintenance of access roads		Preschool - Voyizana		
sports fields in all villages				
water				
Shearing shed	Tapoleng & Jovelani			
sportsfields				
water-	Extension sites			
Low level bridge needs to be raised as prone to flooding	Link Jovelani and Sunduza			
RDP houses				

Ward 18 villages: Esilindini, Bamboespruit		2014	2015	2016
Electricity	Extension sites	Nkululeko to Frans road	Preschool	
Access roads	Mqhudini - Manxeba Esilindini, Bhambu (Bamboespruit), bridge to Nkululeko High School In Esilindini,	Sewing project	Brick project	
RDP Houses		Esilindini HCBC		
Job creation		Gardening project		
Sports field				
Clinic - only go to school	Esilindini			
Preschool (only 1 at Esilindini)	Esilindini			

Need fencing of fields (trained in agriculture) (Nceda Bonke project)				
RDP houses				
TV reception bad				
Sanitation				
Water	Extension sites			
Community hall				

Ward 19 villages: Luama Hlanjwa, Barkly East Town, Fairview, Nozicikwana		2014	2015	2016
Repair and renovate	Fairview Community hall	Fairview hall		
Bridge	between Fairview and Nkululeko	Fencing of Fairview hall		
Fencing of quarry	Fairview	Fencing of quarry Fairview		
Youth development	Fairview			
Children park	Fairview			
Land still needed (extension of town boundaries)				
Home Affairs Office still needed				
MPCC to assist with high illiteracy rate				
Paving and surfacing of roads in town and townships				
High mast lights				
Job creation - sustainability - transfer of skills - training in job skills				
Revamping of old cheese factory site				
RDP houses new and rectification of 506 project, train houses to be renovated				
Recycling projects support				
ETV, SABC weak reception				
Support Ekepini radio station				

SUMMARY OF WARD BASED PLANS

It must be noted that ward based plans were paid for and a consultant engaged by the Department of Local Government and Traditional Affairs and not all of the plans were received by the Municipality . This has been communicated to the Department.

Ward 1

The average growth rate across the municipal area, as derived from Stats SA, is -0.12%. Ward 1 is made up of a predominantly youthful population – with more than a third of residents being under the age of 14 years. Household sizes are shown to generally be small in the 2011 Census, however the responses from the mini

Community Survey suggest that more than a third of the population may live in households of six or more residents. Education levels are high, with between 50% and 55% of the population over the age of 15 years (depending on which data set is used) having only a primary school education or less. Poverty levels are correspondingly high with 70% of the population earning R800 per month or less, although the community survey suggests that the incomes are somewhat higher. While unemployment is high, only 8% of the population is actively seeking employment. Although the Census data suggests that most people live in brick or concrete housing, the community survey suggests that a large percentage of the population resides in traditional dwellings, or dwellings constructed out of traditional materials. Due to its rural nature, there is little informal settlement in the region.

Ward 1 is poorly serviced with basic infrastructure. No refuse removal services are provided, therefore people are reliant on undertaking to manage their own refuse. 85% of the population has access to inadequate sanitation facilities and 64% have no access to piped potable water. While most residents in Ward 1 have access to electricity, paraffin is still widely used for heating and cooking. From the community survey it is apparent that many people also make use of wood for heating purposes

Ward 2

Ward 2 is made up of a predominantly youthful population – with more than a third of residents being under the age of 14 years. Levels of education are low, with between 50% and 64% of the population having only primary school education or less (depending on the data set used). Poverty levels are correspondingly high with 70% of the population earning less than R400 per month. Although this is supported by the data from the mini-survey, this survey also suggests that there is a larger group of people earning above R3,200 per month than is reflected in the Census 2011 data. While unemployment is high, only 7% of the population is actively seeking employment. Most people live in brick or concrete houses, with about a third of the population living in homes made from traditional materials.

Basic infrastructure is in place across Ward 2, with a small percentage of the population not having access to adequate services. No refuse removal services are provided, therefore people are reliant on undertaking to manage their own refuse. However, most of the population 89%, has access to adequate sanitation facilities – mostly in the form of VIP or chemical toilets. 54% of the residents have access to piped potable water within 200m of their home, although 28% still have no access to piped water. While most residents in Ward 2 have access to electricity, paraffin and wood are still widely used for heating.

Ward 3

Ward 3 is made up of a predominantly youthful population – with more than a third of residents being under the age of 14 years, although there are also a large number of elderly in the area. Education levels are low, with approximately 50% of the population having only a primary school level of education or lower. Poverty levels are high with 76% of the population earning less than R800 per month. Unemployment is correspondingly high, with 7% of the population actively seeking employment and a further 7% being discouraged work-seekers. 70% of the population resides in brick buildings, and 41% of the population list their tenure as being “other”, suggesting a large proportion of the population resides in farm worker accommodation.

Basic infrastructure is in place across Ward 3, with a small percentage of the population not having access to adequate services. It is notable that although no refuse removal services are provided to the Ward, only 54% of the residents assume responsibility for their own refuse. Most of the population, 86%, has access to

adequate sanitation facilities – mostly in the form of VIP or chemical toilets while no-one has no access to sanitation facilities. 67% of the residents have access to piped potable water within 200m of their home, although 11% still have no access to piped water. While most residents in Ward 3 have access to electricity, paraffin and wood are still widely used for heating and paraffin is still often used for cooking.

Ward 4

Ward 4 is characterised by high proportion of elderly people and children (43%). Education levels are low: 47% of the population is functionally illiterate; and poverty levels are high with 76% of the population earning R800 or less per month. Unemployment is high, with only 7% of the population having formal employment. There is also a large proportion of the population which is despondent about the potential to find work. Household sizes are generally small, with 33% of households made up of only one person and 49% of households constitute 1-2 people. This differs from the sample group, in which 40% of the respondents lived in households of 5 people or more.

Basic infrastructure is in place across some of Ward 4, with a large percentage of the population still not having access to adequate services. It is notable that although no refuse removal services are provided to the Ward, only 54% of the residents assume responsibility for their own refuse. 75% of the population has inadequate sanitation facilities, with 16% having no access to sanitation facilities. While 48% of the residents have access to piped potable water within 200m of their home, 31% still have no access to piped water. Lastly, most residents in Ward 4 have access to electricity, although paraffin and wood are still widely used for heating and cooking.

Ward 5

Ward 5 is characterised by a higher proportion of elderly people living in the area (10%). Furthermore, 16% of the population resides in households of 7 or more people, which is also higher than many other wards in Senqu. Education levels are low, with 72% of the population being illiterate. Unemployment is high, and only 5% of the population is formally employed. However, only 3% of the population is actively seeking employment. There is a general sense of discouragement amongst unemployed people in the Ward. Poverty levels are extremely high with 78% of the population earning R400 per month or less. 55% of the population resides in a traditional dwelling.

Access to adequate basic services is limited across Ward 5. No refuse removal services are provided, with only 34% of the population assuming responsibility for the management of their own waste. Most of the residents have access to VIP or chemical toilets, however, access to piped potable water is severely limited. Only 36% of the residents have access to piped water within 200m of their homes, and 21% have no access to piped water. Electricity is not widely available, although the respondents in the Community Survey all had electricity, with only 68% of the population making use of electricity. Wood is the most likely source of fuel for heating and cooking, followed by paraffin.

Ward 16

Ward 16 is characterised by the fact that there are more men than women in this Ward and the relative absence of youth – only 31% of the population is under the age of 14 years and 65% are of working age (15-64 years). Employment levels are relatively high, as compared to the rest of the municipal area: 38% of the population is employed. However, poverty levels are high, with 62% of the population earning R800 or less per month. Active unemployment is relatively low, with only 4% of the population actively seeking

employment. 28% of the population lives in rent-free accommodation, suggesting a large number of people living in farm worker accommodation. A large proportion of the population (25%) live in informal dwellings.

Access to services differs across Ward 16. 22% of the Ward's residents have access to regular waste removal services, while 16% have no access to a refuse dump. 27% of the residents have access to sanitation facilities which are of VIP-standard or higher, while 37% have no access to sanitation facilities whatsoever. 57% of the Ward's residents have piped water within their yard or home, while 12% no access to piped water. Similarly, access to electricity is not available across the whole Ward, with only 64% of the population using electricity for lighting purposes. Wood is the dominant fuel type for cooking and heating purposes. Candles and other fuels make up 31% of the fuel used for lighting.

Ward 17

Ward 17 is characterised and older and younger population which is supported by a relatively smaller working age population. Households tend to be larger in this region, with 12% of the population living in households of 7 people or more. 50% of adults are functionally illiterate, and employment levels are low. Poverty levels are correspondingly high, with 70% of the population earning R400 per month or less. 14% of the population are either actively seeking employment or are discouraged work-seekers. 80% of the population lives in their own fully paid off house and only 2% live in informal dwellings.

None of Ward 17's residents have access to regular waste removal services and 77% assume responsibility for their own waste disposal. Access to sanitation facilities is generally good, with 67% of the residents having access to sanitation facilities which are of VIP-standard or higher. Only 6% have no access to sanitation facilities whatsoever. Similarly, 63% of the Ward's residents have piped water within 200m of their home, while 17% no access to piped water. Access to electricity is widely available across the Ward, with 81% of the population using electricity for lighting purposes. However, paraffin remains the dominant fuel type for heating purposes.

Ward 18

Ward 18 is characterised and older and younger population which is supported by a relatively smaller working age population. Education levels are slightly better than elsewhere in the municipal area, with 43% of adults being functionally illiterate. However, poverty levels remain high, with 70% of the population earning R400 or less per month. 16% of the population are either actively seeking employment or are discouraged work-seekers. 64% of the population lives in their own fully paid off house while 24% occupy rent-free housing. Only 1% live in informal dwellings.

None of Ward 18's residents have access to regular waste removal services and 84% assume responsibility for their own waste disposal. Access to sanitation facilities is limited, with only 35% of the residents having access to sanitation facilities which are of VIP-standard or higher. Only 11% have no access to sanitation facilities whatsoever. However, access to piped water is good across the Ward, with 90% of the Ward's residents have piped water within 200m of their home, and only 8% with no access to piped water whatsoever. Access to electricity is widely available across the Ward, with 83% of the population using electricity for lighting purposes. However, paraffin remains the dominant fuel type for heating purposes. And 35% of the population also relies on paraffin for cooking.

Ward 19

Ward 19 is characterised by a mixed age-group population, with 61% being of working age (15-64 years). Household sizes tend to be small, with 59% of the population living in households of 1-3 people. However, a large number (11%) also live in large households of 7 or more people. 49% of the population is functionally illiterate, and poverty levels are high. However, there is a larger proportion of people earning in excess of R1,600 per month than elsewhere in the municipality. 73% of households earn less than R38,200 per annum and 16% earn nothing at all. 17% of the population is employed. 66% of people live in their own fully paid for accommodation. 25% live in informal dwellings.

Characteristic of an urban region, 86% of Ward 19 has access to regular waste removal services. 82% of the residents have flush toilets or septic tanks, however 16% have sanitation facilities that are less than VIP-standard. Similarly, 83% of residents have access to piped water within their yard or their home, and only 1% have no access to piped water whatsoever. Access to electricity is widely available across the Ward, with 87% of the population using electricity for lighting purposes. However, paraffin remains the dominant fuel type for heating purposes, and wood is also widely used for heating purposes.

CHAPTER SEVEN: VISION & OBJECTIVES

VISION

“A unified, people-centred, developmental and vibrant municipality”

MISSION

In pursuit to achieve its vision, Senqu Municipality will strive to:

1. Promote a culture of good governance,
2. Promote a culture of performance excellence,
3. Develop and maintain appropriate and economic infrastructure,
4. Develop and retain human capital,
5. Adopt a zero-tolerance against corruption,
6. Promote a conducive environment to stimulate economic development,
7. Implement appropriate financial management systems to ensure the continued growth and viability of the Municipality,
8. Ensure regular and scheduled public interaction with communities to enhance accountability and people-centred planning,
9. Provide basic service delivery needs to communities in an equitable manner,
10. Encourage the maintenance of a safe and healthy environment,

VALUES

In an endeavour to achieve its mission, Senqu Municipality embraces the following values:

- People first (Batho pele)
- Integrity and honesty
- Transparency
- Accountability
- Excellence
- Humility
- Fairness
- Respect and tolerance for cultural diversity
- High ethical values
- Discipline

DRAFT VISION FOR 2030

Our vision

1) We would like to activate the rural economy through the stimulation of small scale agriculture and tourism. In order to do this we need to:

- Improve the road infrastructure and signage of areas
- Package tourism products per region
- Make people aware of tourism
- Assist tourism organisation to promote and market the area
- Ensure that tourism owners are graded and maintain certain standards
- Beautify the towns and keep the CBD's clean and beautiful
- Fence off demarcated agricultural areas
 - Mentor projects on how to produce and market goods together with necessary business skills
- Ensure tenure security for farmers
- Encourage the procurement of goods and services from locally based businesses
- Engage and partner the private sector to create upstream and downstream agricultural industries

2) We would like to see that our towns are developed to their full potential. In order to do this we need to:

- Beautify CBD areas
- Train residents in waste management so that recycling may occur
- Strictly enforce by laws
 - Ensure that all buildings are maintained on a regular basis by private citizens and the municipality
- Enforce bylaws to destroy unsightly and old ruins
- Cut the grass on a regular basis
- Patch potholes and keep gravelled streets in good conditions
- Pave roads where possible
- Keep storm water drains open
- Engage investors in developing underutilised and unserved grounds
- Strictly manage stock on the commonage
- Ensure that portions of the commonage are kept for poorer residents to utilise for food lots
- Ensure that stray animals are impounded
- Improve and maintain electrical infrastructure
- Improve and maintain water and sanitation infrastructure
- Improve and maintain telecommunications
- Involve residents in the maintenance and beautification of their environment
- Utilise the supply chain management mechanism to develop SMME's

3) We would like a well-functioning and transparent local government. In order to do this we need to:

- Install a performance management system that assesses all staff on an annual basis based on organisational and departmental targets
- Ensure that community complaints are dealt with in a systemic manner
- Ensure that an effective public participation system is developed and implemented
- Ensure that all records and information are effectively filed and maintained
- Train officials in customer relations and how to deal with complaints
- Train officials to be able to communicate effectively in all 3 languages spoken in the area

4) We require a financially viable municipality. In order to do this we need to:

- Revise our supply chain management to ensure the effective and efficient usage of municipal resources
- Ensure that officials know and abide to supply chain management procedures
- Ensure that the capital budget is planned for a 5 year cycle rather than annually
- Ensure that cash flow projections are accurate on a monthly basis so that money can be invested
- Ensure that officials deliver services in the most cost effective manner

5) We would like to have a vibrant local economy. In order to do this we need to:

- Improve road infrastructure so that goods may reach markets
- Identify available land for agricultural and residential purposes
- Engage traditional authorities to participate in all development opportunities
- Engage business on development opportunities and what the municipality can do to assist
- Assist co-operatives to become more business orientated
- Improve the telecommunication infrastructure
- Look at developing the communication and computer skills of the youth

MUNICIPAL PRIORITIES

The following municipal priorities were identified through the Mayoral outreach and IDP Representative Forums.

1. Roads -	Priority areas are places with no approach roads. In W 14, 16, 19 and 10 the emphasis should be on paving roads.
2. Land –	Lack of land and tenure problems. Look at expanding Sterkspruit and the development of Barkly East as a priority issue
3. Job creation –	Need to improve skills level of population
4. Recreational facilities –	Needed in every ward especially for youth
5. LED –	Look at agro processing e.g wool washing.
6. Communication and public participation-	Public participation must be increased. Network poles and transmitter poles for television are desperately needed in most areas.

The following are priorities outside the Municipality's powers and functions but need addressing

- 1) Water
- 2) Sanitation
- 3) Electricity
- 4) Disaster management

KEY PERFORMANCE AREAS

For the municipality to effectively deal with underdevelopment and poverty, the following Key Performance Areas were identified for measurable performance within a defined framework.

1. Good governance & public participation
2. Municipal transformation and institutional development
3. Municipal financial management and viability
4. Local economic development
5. Basic Service delivery and infrastructure

These 5 key performance areas are derived from the 5 year local government strategic agenda.

ALIGNMENT WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
2. Strengthen skills and human resource base. 8. Pursuing African advancement and enhanced international cooperation. 10. Building a developmental state including improvement of public services and strengthening democratic institutions.		Strategic Priority 2: Massive programme to build social and economic infrastructure. Strategic Priority 4: Strengthen education skills and human resources base. Strategic Priority 8: Building cohesive, caring and sustainable communities	Municipal Transformation and Institutional Development	Outcome 1: Quality basic education. Outcome 5: Skilled and capable workforce to support an inclusive growth path. Outcome 3: All people in SA are and feel safe. Outcome 9: Responsive, accountable, effective and efficient Local Government System. Outcome 12: An efficient, effective and development oriented public service and an empowered fair and inclusive citizenship.
5. Intensify the fight against crime and corruption;		Strategic Priority 6: Intensifying the fight against crime & corruption;	Municipal Financial Viability and Management	Outcome 9; Responsive, accountable, effective and efficient Local Government System
5. Intensifying the fight against crime and corruption. 7. Build cohesive, caring and sustainable communities. 8. Pursuing African advancement and enhanced international cooperation. 10, Building a developmental state including improvement of public services and strengthening democratic institutions	Job driver 4: investing in social, capital and public services	Strategic Priority 6: Intensify the fight against crime and corruption. Strategic priority 8: Building cohesive and sustainable communities.	Good Governance and Public Participation	Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all. Outcome 9; Responsive, accountable, effective and efficient Local Government System. Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship. Outcome 11: Create a better South Africa, better Africa and a better world.

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
<p>1. Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods;</p> <p>4. Comprehensive rural development strategy linked to land and agrarian reform & food security.</p>	<p>Jobs driver 2: main economic sectors</p> <p>Jobs driver 3: Seizing the potential of new economies</p>	<p>Strategic Priority 1: Speeding up growth & transforming the economy to create decent work & sustainable livelihoods;</p> <p>Strategic Priority 3: Rural development, land & agrarian reform and food security;</p> <p>Strategic Priority 2: Massive programme to build social & economic infrastructure.</p> <p>Strategic Priority 8: Building cohesive & sustainable communities.</p>	Local Economic Development	<p>Outcome 4: Decent employment through inclusive economic growth.</p> <p>Outcome 6: An efficient competitive and responsive economic infrastructure network.</p> <p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all.</p> <p>Outcome 8: Sustainable human settlements and improve quality of household life.</p> <p>Outcome 10: Protect and enhance our environmental assets and natural resources.</p>
<p>3. Improve health profile of the nation.</p> <p>4. Comprehensive rural development strategy linked to land and agrarian reform & food security.</p> <p>6. Massive programme to build economic & social infrastructure;</p> <p>9. Sustainable resource management and use.</p>	<p>Job driver 1 infrastructure</p> <p>Jobs driver 5: spatial development</p>	<p>Strategic Priority 5: Improve the health profile of the province.</p> <p>Strategic Priority 3: Rural development, land and agrarian transformation, and food security.</p> <p>Strategic Priority 2: Massive programme to build social and economic and infrastructure.</p>	Basic Service Delivery and Infrastructure Development.	<p>Outcome 6: An efficient, competitive and responsive economic infrastructure network.</p> <p>A long and healthy life for all South Africans.</p> <p>Outcome 8: Sustainable human settlements and improve quality of household life.</p> <p>Outcome 10: Protect and enhance our environmental assets and natural resources.</p>

It should be noted that no Municipal Turnaround Strategy is incorporated into the IDP as the municipality has completed the objectives noted in the strategy.

MUNICIPAL STRATEGIC DEVELOPMENT OBJECTIVES

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT								
To effectively manage the adherence of traffic rules within the municipality	TRAFFIC - BSD01	Registration and Licensing of Vehicles	2013/2014 Reports	2013/2014 Reports	12 Monthly Reports on Registered and Licensed Vehicles	E Natis System / Face values /	Improved no of legally complaint registered vehicles	CFO
		Testing for Learners and Drivers Licences	2013/2014 Reports	2013/2014 Reports	12 Monthly Reports on Registered and Licensed Vehicles	Registered Traffic Officers / E Natis / Face Values	Increased numbers of legally registered drivers within the municipality	CFO
		Roadworthy Testing of Vehicles in Barkly East	2013/2014 Reports	New Indicator	12 Monthly Reports on Roadworthy Testing of Vehicles	Certified Testing Station / E Natis / Face Value	Improved number of roadworthy vehicles	CFO
To maintain and upgrade existing access roads and stormwater	ROADS BRIDGES AND TRANSPORT INFRASTRUCTURE- BSD02	Number of km's of municipal access roads resurfaced, potholes repaired and bladed	Maintenance backlogs are once every 4 years currently	220 km (If maintenance only) and 18 km if construction / rehabilitation	Plant ,Staff & maintenance budget	220 kilometres of roads maintained (unless rehabilitation / construction, then 18km)	Extended life of access roads within the Senqu Municipality	Direct or Technical Services
		Number of km's of stormwater drainage maintained	Continuous blocking	200 km	Plant and staff & maintenance budget	200 kilometres of stormwater drainage maintained	Extended life of access roads within the Senqu Municipality	Direct or Technical Services
		Construction of access roads in wards 7, 8, 9 & 12 (Ph 4b)	Construction complete-Retention only	Construction of 12 km of gravel access roads	Capital budget: R 428 676	Construction of 12 Kms of gravel road	Access to services	Direct or Technical Services
		Construction of access roads in wards 7, 8, 9 & 12 (Ph 4c)	Under construction	Construction of 12 km of gravel access roads	Capital budget: R 2 730 621	Construction of 12 Kms of gravel road	Access to services	Direct or Technical Services
		Construction of access roads in ward 3	Backlog of over 570 km	Construction of 4 km of gravel access roads	Capital budget: R 820 520	Construction of 4 Kms of gravel road	Access to services	Direct or Technical Services
		Construction of access roads in ward 4	Backlog of over 570 km	Construction of 4 km of gravel access roads	Capital budget: R 1 159 408	Construction of 4 Kms of gravel road	Access to services	Direct or Technical Services
To maintain and upgrade existing access roads and stormwater	ROADS BRIDGES AND TRANSPORT INFRASTRUCTURE	Construction of roads in ward 19 (Ph 1)	Construction complete-Retention only	Construction of 4 km of interlock paved roads	Capital budget: R 490 000	Construction of 4 km of interlock paved roads	Access to services	Direct or Technical Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		Construction of roads in ward 19 (Ph 2)	Under construction	Construction of 2.5 km of interlock paved roads	Capital Budget: R752 152	Construction of 2.5km of interlock paved roads	Access to services	Direct or Technical Services
		Construction of roads in ward 16 (Ph 1)	Under construction	Construction of 3.5 km of interlocked roads	Capital budget: R 2 140 364	Construction of 3.5 Kms of gravel road	Access to services	Direct or Technical Services
		Construction of roads in ward 16 (Ph 2)	Under construction	Part of above	Capital Budget: R 1 820 228	Part of above	Access to services	Direct or Technical Services
		Construction of access roads in ward 1	Backlog of over 570 km	Construction of 4 km of gravel roads	Capital budget: R 604 978	Construction of 4 Kms of gravel road	Access to services	Direct or Technical Services
		Construction of a bridge in Upper Bebeza (Ward 5)	No infrastructure	1 Bridge Constructed	Capital Budget: R 324,335 MIG	Bridge Constructed	Improved access to services	Direct or Technical Services
		Construction of a Box Culvert River Crossing at Hohobeng (Ward 3)	No infrastructure	1 Box Culvert River Crossing Constructed	Capital Budget: R 1,668,425.34	Box Culvert Constructed	Improved access to services	Direct or Technical Services
		Construction of a pedestrian crossing at Boomplaas (Ward 4)	No infrastructure	1 Pedestrian Crossing Constructed	Capital Budget: R 1,466,282.65	Pedestrian Crossing Constructed	Improved access to services	Direct or Technical Services
To provide and maintain community facilities	INDOOR RECREATIONAL COMMUNITY FACILITIES - BSD03	Construction of an Indoor Recreational Community Facility in ward 3	Under construction	1 Indoor Recreation Community Facility constructed in ward 3	Capital budget: R 170 000	Construction of facility complete	Improved Ward Consultation in the Municipality	Direct or Technical Services
		Construction of an Indoor Recreational Community Facility in ward 9	New Indicator	1 Indoor Recreation Community Facility constructed in ward 9	Capital budget: R 1 000 000	Construction of facility complete	Improved Ward Consultation in the Municipality	Direct or Technical Services
		Construction of an Indoor Recreational Community Facility in ward 12	New Indicator	1 Indoor Recreation Community Facility constructed in ward 12	Capital budget: R 1 000 000	Construction of facility complete	Improved Ward Consultation in the Municipality	Direct or Technical Services
		Construction of an Indoor Recreational Community Facility in ward 18	New Indicator	2 Indoor Recreation Community Facility constructed in ward 18	Capital budget: R 1 000 000	Construction of facility complete	Improved Ward Consultation in the Municipality	Direct or Technical Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		Renovate Transwiler Indoor Recreational Community Facility	New Indicator	Transwiler Indoor Recreation Community Facility renovated	Maintenance budget: R 1 000 000	Renovate facility	Ensure asset lifespan	Direct or Technical Services
		Renovate Lady Grey Indoor Recreational Community Facility	New Indicator	Lady Grey Indoor Recreation Community Facility renovated	Maintenance budget: R 1 000 000	Renovate facility	Ensure asset lifespan	Direct or Technical Services
To maintain and effectively monitor cemeteries	CEMETRIES AND PAUPER BURIAL- BSD04	Number of Burial Plots provided	2013/2014 Reports	12 Monthly Reports on burial plots provided	Director Community/Manager Community Services	Reports compiled	Improved Burial of communities	Direct or Community Services
		Development of a cemetery in Ward 3 & 2 (Qhoboshane)	Existing cemetery flooding & eroding	2 Cemetery developed in Ward 3	Capital Budget:R 400,000	Cemeteries developed	Improved Burial of communities	Direct or Technical Services
		Development of a cemetery in Ward 3 (Musong)	Existing cemetery flooding & eroding	2 Cemetery developed in Ward 3	Capital Budget:R 400,000	Cemeteries developed	Improved Burial of communities	Direct or Technical Services
		Development of a cemetery in Ward 6	Existing cemetery flooding & eroding	1 Cemetery developed in Ward 6	Capital Budget:R 400,000	Cemeteries developed	Improved Burial of communities	Direct or Technical Services
		Development of a cemetery in Ward 10	Existing cemetery flooding & eroding	1 Cemetery developed in Ward 10	Capital Budget:R 200,000	Cemeteries developed	Improved Burial of communities	Direct or Technical Services
		Development of a cemetery in Ward 11	Existing cemetery flooding & eroding	1 Cemetery developed in Ward 11	Capital Budget:R 200,000	Cemeteries developed	Improved Burial of communities	Direct or Technical Services
		Number of cemeteries maintained	Infrastructure in need of replacement	Fencing of Lady Grey Cemetery	Capital budget: R 700,000	Maintained cemeteries	Improved Burial of communities	Direct or Technical Services
		Number of cemeteries maintained	Infrastructure in need of replacement	Fencing of Sterkspruit Cemetery	Capital budget: R 500,000	Maintained cemeteries	Improved Burial of communities	Direct or Technical Services
		Extension of cemetery in Barkly East	Infrastructure in need of replacement	Extension of cemetery	R 1,200,000	Cemetery size increased	Improved Burial of communities	Direct or Technical Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		Five Rural Cemeteries	New Infrastructure	New cemeteries	1 000 000 (Part of R 29 M)	Cemeteries developed	Improved Burial of communities	Direct or: Technical Services
		Five Rural Cemeteries	Under construction	New cemeteries-Retention R 45 736	Retention R 45 736			Direct or: Technical Services
		Fencing of old cemeteries Lady Grey	New Indicator	Lady Grey Cemetery fenced by 30 June 2015	Director Community/Manager Community Services (R 700 000.00)	Cemetery Fenced	A secured and demarcated burial location	Direct or Community Services
		Fencing of old cemeteries Sterkspruit	New Indicator	Sterkspruit Cemetery fenced by 30 June 2015	Director Community/Manager Community Services (R 500 000.00)	Cemetery Fenced	A secured and demarcated burial location	Direct or Community Services
		Number of cemeteries maintained	2013/2014 Reports	Maintained cemeteries	Director Community/Manager Community Services (R 3772.80)	Maintained cemeteries	Improved Burial of communities	Direct or Community Services
		Burial of individuals certified as paupers in terms of the municipal policy	2013/2014 Reports	12 Reports on the burial of paupers	Director Community/Manager Community Services (R 7141.61)	Number of pauper burials carried out in a month	Dignified burial of the indigent	Direct or Community Services
To maintain and develop sports facilities	SPORTS BSD05	Phase 2 development of the Sterkspruit Sportsfield	Under construction	Sterkspruit Sportsfield lighting	Capital budget: R 709 256 (Insufficient budget)	Barkly East sports facilities developed and upgraded	Improved Community participation in Sports activities	Direct or Technical Services
		Development of the Barkly East Sportsfield	Under construction	Barkly East Sportsfield constructed	Capital Budget: 8 108 600 (Possible change in scope of works may alter targets)	Barkly East sports facilities developed and upgraded	Improved Community participation in Sports activities	Direct or Technical Services
To provide reading and study material	LIBRARIES - BSD06	Signing of the SLA with DSRAC	2013/2014 SLA	SLA Signed between 2 parties	Director Community/Manager Community Services	Compliance with the SLA	Improved literacy levels within the Senqu Communities	Direct or Community Services
To provide and maintain parks and open spaces creating a pleasant environment for	PARKS AND PUBLIC OPEN SPACES - BSD07	Number of parks and open spaces developed (project funded and implemented by National Department of Environmental Affairs)	2013/2014 Reports	Developed Parks in Lady Grey and Barkly East	Director Community/Manager Community Services (R5.5 million)	Developed Parks	Improved Community Leisure within the Barkly East and Lady Grey area	Direct or Community Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		Number of parks and open spaces maintained	2013/2014 Reports	Number of parks and open spaces maintained	Director Community/Manager Community Services	Parks maintained	Improved Community Leisure within the Barkly East area	Direct or Community Services
		Implementation of the cleaning operational plan	2013/2014 Reports	12 Reports on the implementation of the Cleaning Operational Plan	Director Community/Manager Community Services (R80 000)	Cleaning operational plan effectively implemented	Improved and Clean face of the Municipal Area	Direct or Community Services
To manage commonages and control stray animals within Senqu Municipality	COMMONAGES AND ANIMAL CONTROL - BSD08	Maintain and Repair fencing in commonages	2013/2014 Reports	2 Reports on the Maintenance of fence in commonages	Director Community/Manager Community Services	Fencing repaired	Improved management of animals	Direct or Community Services
		Updating of Stock Register	2013/2014 Reports	Stock Register Developed for all Pounds	Director Community/Manager Community Services	Register and Reports compiled	Improved management of animals	Direct or Community Services
		Control Stray Animals	2013/2014 Reports	12 Reports on the control of Stray Animals	Director Community/Manager Community Services	Number of Stray Animals impounded	Improved management of animals	Direct or Community Services
		Conduct awareness campaigns on overgrazing	2013/2014 Reports	4 Awareness Campaigns Held	Director Community/Manager Community Services	Number of awareness conducted	Improved management of animals	Direct or Community Services
To provide efficient and economical refuse collection and recycling services	WASTE MANAGEMENT - BSD09	Daily Cleaning of 6 Towns	2013/2014 Reports	12 Reports on the Cleaning of 6 Towns	Director Community/Manager Community Services	Reports compiled	Healthier and Clean living conditions	Direct or Community Services
		Development of Solid Waste Site in Ward 10 -Sterkspruit	New Indicator	1 Waste Site Developed in Ward 10 (Target may vary due to EIA objections)	Capital budget: R 1 807 748	Waste Site Developed	Improved Management of Waste Material	Direct or Technical Services
		Development of Solid Waste Site in Ward 11- Herschel	New Indicator	1 Waste Site Developed in Ward 11 (Target may vary due to EIA objections)	Capital budget: R 1 563399	Waste Site Developed	Improved Management of Waste Material	Direct or Technical Services
		Development of Solid Waste Site in Ward 15- Rossouw	New Indicator	1 Waste Site Developed in Ward 15	Capital budget: R 591 639	Waste Site Developed	Improved Management of Waste Material	Direct or Technical Services
		Development of Solid Waste Site in Ward 16- Rhodes	New Indicator	1 Waste Site Developed in Ward 16 ((Target may vary due to EIA objections)	Capital budget: R 589 463	Waste Site Developed	Improved Management of Waste Material	Direct or Technical Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		Number of households with basic waste collection	2013/2014 Reports	12 Reports on the collection of waste	Director Community/Manager Community Services	Waste collected in all areas	Healthier and Clean living conditions	Direct or Community Services
		Reviewal and Approval of integrated waste management plan by the Provincial Department of Environmental Affairs	2013 Approved IWMP	Reviewed and Approved IWMP	Director Community/Manager Community Services	Reviewed IWMP	Approved Waste Management Plan	Direct or Community Services
To provide economical and appropriate services for the poor	FREE BASIC SERVICES BSD10	Updating of the Indigent Register	2013/2014 Register	Update the Annual Register	Director Community/Manager Community Services	Approved and updated indigent register	Equal delivery of service to the community of Senqu Municipality	CFO
		Number of indigent households with access to free basic electricity	12000 H/H	4 Reports on the number of indigent people receiving free basic electricity (Minimum of 12 000 to receive FBE)	Director Community/Manager Community Services	Number of indigent people approved for free basic electricity	Equal delivery of service to the community of Senqu Municipality	Direct or Technical Services
		Number of indigent households with access to alternative energy	118 H/H	4 Reports on the number of indigent people receiving free access to alternative energy. (Minimum of 118 to receive FBE)	Director Community/Manager Community Services	Number of indigent people approved for free basic alternative energy	Equal delivery of service to the community of Senqu Municipality	Direct or Technical Services
		Number of indigent households with access to free refuse removal services	2013/2014 Reports	4 Reports on the number of people receiving free refuse removal services	Director Community/Manager Community Services	Number of indigent people approved for free refuse removal	Equal delivery of service to the community of Senqu Municipality	Direct or Community Services
To maintain and upgrade existing electrical networks and street lighting	ELECTRICITY AND STREET LIGHTING BSD11	Construction of MV line in Sterkspruit (Zwelitsha)	Insufficient supply capacity and safety hazard	3000 m of MV line constructed	Plant, Staff & capital budget R 800 000	3000 m of new MV conductor	Increase consumer basis for increased revenue	Direct or Technical Services
		Construction of LV line in Sterkspruit (Zwelitsha)	Insufficient supply capacity and safety hazard	1300 m of LV line constructed	Plant and staff & capital budget R 550 000	1300 m of LV network line upgraded	Stability and safety of electricity within the Senqu Municipality	Direct or Technical Services
		Maintenance of electrical networks (MV & LV)	Network stability	Ongoing maintenance and repair of breakdowns.	Plant and staff and maintenance budget	Minimise electrical outages	Electrical power supply stability	Direct or Technical Services
		Replacement of electrical meters	Outdated electrical metering	Installation of 550 electrical meters	Capital budget: R 1 000 000	Updated metering technology	Reduction of electricity losses	Direct or Technical

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
								cal Services
		Electrification of Community Hall Blue Gums	No electricity installed	Ensure electrical connection from Eskom and hall is wired	Capital budget	Community hall electrified	Usable community facility	Direct or Technical Services
		Electrification of Community Hall Hillside	No electricity installed	Ensure electrical connection from Eskom and hall is wired	Capital budget	Community hall electrified	Usable community facility	Direct or Technical Services
To maintain and upgrade existing electrical networks and street lighting	ELECTRICITY AND STREET LIGHTING BSD11	Electrification of Community Hall Phelandaba	No electricity installed	Ensure electrical connection from Eskom and hall is wired	Capital budget	Community hall electrified	Usable community facility	Direct or Technical Services
		Electrification of Community Hall Tienbank	No electricity installed	Ensure electrical connection from Eskom and hall is wired	Capital budget	Community hall electrified	Usable community facility	Direct or Technical Services
		Sterkspruit Street Lighting	Insufficient and unreliable street lighting	Replacement of 60 street light fittings	Capital budget: R 600 000	Reliable and energy efficient lighting	Electrical usage savings and community safety	Direct or Technical Services
		Barkly East Street Lighting	No street lighting	Installation of 140 street light fittings and infrastructure	Capital budget: R 500 000	Reliable and energy efficient lighting	Electrical usage savings and community safety	Direct or Technical Services
		Street Lighting Maintenance	Street Lighting efficiency	Ongoing maintenance and repair of breakdowns.	Operational budget	Continuous lighting security	Community safety	Direct or Technical Services
		Installation of SWH	No indigent water heating or electricity reduction measures	SWH Application done - Dependent on DoE investigation	No budget	Hot water available	Cleanliness & health & electricity savings	Direct or Technical Services
To provide adequate office space for staff	OFFICE SPACE BDS12	Office Space (Finance/Corporate)	Under construction	Offices for Finance and Corporate Services Constructed	Capital budget: R 4 500 000	Offices Constructed	Improved working environment for staff members	Direct or Technical Services
		Renovate 2nd Floor (Old Age Home)	New Indicator	Renovation of Second Floor Offices (Technical Services)	Capital budget: R 1 500 000	Technical Services Offices Renovated	Improved working environment for staff members	Direct or Technical Services
KPA 2: LOCAL ECONOMIC DEVELOPMENT								

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
Making the municipal area more attractive to investors, tourists	TOURISM LED01	Market Senqu Municipal area as a tourist destination	Brochures were printed in 2013/14	Teardrop banners for all CTO's, brochures for CTO's, DVD and CTO attendance of tourism shows	Director IPME/Manager IPED	Printing of brochures ,development of a DVD and tear drop banners	Well marketed municipal area	Director or IPME
To increase the number and length of stay of foreign and domestic tourists in Senqu municipal area by 2017		Strengthen and capacitate LTO and CTO's	2013/2014 Reports	CTO administrative costs & 4 LTO meetings	Director IPME/Manager IPED	Procuring of items for CTO administration & 4 LTO meetings	Improved integrated planning in tourism	Director or IPME
		Conduct community tourism awareness	2013/2014 Annual Schools Competition	2014/2015 Schools Competition & Festival	Director IPME/Manager IPED	1 Festival & school competition	Improved knowledge about Senqu Tourism	Director or IPME
		Develop and improve tourism infrastructure	Signage in 2013 & 14	Improvements of BE & Rhodes caravan parks	Director IPME/Manager IPED	Improved facilities at BE & Rhodes caravan parks	Increased usage of the caravan parks	Director or IPME
		Promote existing events and introduce new events	Support of Stoepsitfees , & Passion Play	Support of SA skiing champs, Rhodes Stoep sit fees, PassionPlay,Lammergeyer & Dirty Duathlon	Director IPME/Manager IPED	Support provided	Improved local products marketing	Director or IPME
Create an conducive environment for existing, new and start-up business	LED 02	Implementation of the LED strategy plan	New Indicator	Strategy Aligned	Director IPME/Manager IPED	Aligned Strategy	Coordinated LED Programmes	Director or IPME
Support income generating activities for the poor		Number of LED intergovernmental platforms convened	4 Economic Development Forum meetings were held	4 Meetings Held per LED structure	Director IPME/Manager IPED	Meetings held	Integrated Approach on LED	Director or IPME
		No of work opportunities created through EPWP (Infrastructure)	Average of 35/month	Average of 30/month but dependent on tenders and project nature	Director Technical Services	Number of jobs created	Improved socio economic conditions of the poor	Director or Technical Services
		No of work opportunities created through CWP	2000 jobs created from 2013/2014	2000	Director IPME/Manager IPED	Number of jobs created	Improved socio economic conditions of the poor	Director or IPME
		No of jobs created through Job Creation Project	266/month	270/month	Director: Technical Services	Number of jobs created	Improved socio economic conditions of the poor	Director or Technical Services
		Assistance for SMME's	New Indicator	10 SMME's supported	Director IPME/Manager IPED/R500 000	10 SMME's supported	Improved socio economic conditions of the poor	Director or IPME
		Develop a small town development plan for Sterkspruit	New Indicator	Small Town development Plan for Sterkspruit	Director IPME/Manager IPED	Plan developed	Socio-Economic growth of the municipal area	Director or IPME

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		Package projects for funding by external funders	30 projects submitted for funding	Projects packaged and submitted for funding	Director IPME/Manager IPED	Number of projects funded by external funders	Improved participation of SMMEs in the economy of the municipal area	Director or IPME
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY								
To ensure the efficient and effective procurement of goods and services	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01	Monitoring of the Implementation of departmental demand management plans	2013/2014 Implementation Report	4 Quarterly Departmental Demand Management Plan Status Reports	Departmental Demand Plans	Quarterly Reporting on the monitoring of Demand Plans	Improved Expenditure of Municipal Budgets and Control	CFO
		Establishment of the Contract Register for above R200 000 tenders and monitoring of those contracts	2013/2014 Implementation Report	Contract Registers and 4 Quarterly Reports	SLA's/Contracts from Departments	Monthly Monitoring Reports	Improved Management of Supply Chain Processes	CFO
		Number of tenders adjudicated within 3 months of advertisement	2013/2014 Adjudication Report	4 Quarterly Reports on adjudicated tenders	Evaluation Report	Quarterly Adjudication Reports	Improved Management of Supply Chain Processes	CFO
		Purchase of LDV (ROADS)	Insufficient vehicles	Purchase LDV	Capital Budget: R 300 000	Purchase of LDV	Ensure road lifespan is achieved	Director or Technical Services
		Purchase of transportable accommodation and associated facilities	No accommodation for plant operators	Purchase transportable accommodation units	Capital budget: R 640 000	Purchase of units	Accommodation of operators resulting in increased productivity	Director or Technical Services
		Purchase of LDV (PMU)	Insufficient vehicles	Purchase 1 LDV	Capital budget: R 480 000	Sufficient transport	Infrastructure quality	Director or Technical Services
		Purchase of vehicle	Unreliable vehicle	Purchase of 1 LDV	Capital budget: 450 000	Reliable transport	Electrical power supply stability	Director or Technical Services
		Purchase of Cherry Picker	Unreliable vehicles	Purchase of 1 Cherry Picker	Capital budget: R 1 200 000	Reliable transport	Electrical power supply stability	Director or Technical Services
		Purchase of generator for cherry pickers	Replacement of U/S equipment	Purchase of 2 generators	Capital budget: R 10 000	Replacement of existing equipment	Staff safety	Director or Technical Services
		Purchase of LDV canopy	No canopy	Purchase of 1 LDV canopy	Capital Budget: R 15 000	Purchase of canopy	Staff safety & health	Director or Technical Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
								es
		Purchase a Tractor for Barkly East	New Indicator	1 Tractor purchased by 31 December 2014	Director Community/Manager Community Services (R 350 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Direct or Community Services
		Purchase a Trailer	New Indicator	1 Trailer purchased by 31 December 2014	Director Community/Manager Community Services (R 150 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Direct or Community Services
		Purchase of vehicle	BMW X5	Purchase of 1 Vehicle	Capital budget: 750 000	Reliable transport	Enhanced Machinery to better service delivery	MM/COO
		Purchase of vehicle	New Indicator	Purchase of 1 Vehicle	Capital budget: 600 000	Reliable transport	Enhanced Machinery to better service delivery	MM/COO
To ensure the efficient and effective procurement of goods and services	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01	Purchase of 20 weed eaters and 5 leaf blowers	New Indicator	20 weed eaters and 5 leaf blowers purchased by 31 December 2014	Director Community/Manager Community Services (R 220 000.00)	Improved appearance of sidewalks and open spaces	Enhanced Machinery to better service delivery	Direct or Community Services
		Purchase of 1 Light Delivery Vehicle and 1 Double Cab for Community Services	New Indicator	1 LDV and 1 Double Cab purchased by 31 December 2014	Director Community/Manager Community Services (R 600 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Direct or Community Services
		Purchase of 1 SUV Vehicle for IPME	New Indicator	1 SUV purchased by 31 December 2014	Director IPME/Manager Communications (R 400 000)	Improved management of waste section	Enhanced Machinery to better service delivery	IPME
		Purchase of 1 Light Delivery Vehicle for IPME	New Indicator	1 LDV purchased by 31 December 2014	Director IPME/Manager IDP (R 300 000)	Improved management of waste section	Enhanced Machinery to better service delivery	IPME
		Purchase of 1 Photocopy Machine	New Indicator	1 Photocopy Machine Purchased	Director IPME/Manager Communications (R 250 000)	Improved management of waste section	Enhanced Machinery to better service delivery	IPME
		Purchase of 19 Notice Boards	New Indicator	19 Notice Boards Purchased	Director IPME/Manager Communications (R 200 000)	Improved management of waste section	Enhanced Machinery to better service delivery	IPME
		Purchase of 1 Light Delivery Vehicle for Corporate Services	New Indicator	1 LDV purchased by 31 December 2014	Director Corporate Services/Manager Administration (R 300 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Direct or Corporate Services
		Purchase of furniture	Insufficient furniture	Purchase furniture (Administration: Tech)	Capital budget	Furniture purchased	Improved service delivery	Direct or Technical Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
								es
		Purchase of furniture	Insufficient furniture	Purchase furniture (Housing)	Capital budget	Furniture purchased	Improved service delivery	Direct or Technical Services
		Purchase of vehicle (Town Planning)	Unreliable vehicle	Purchase of 1 LDV	Capital budget	Reliable transport	Increased service delivery	Direct or Technical Services
		Install vehicle tracking system for all municipal vehicles	No tracking system	Installation of vehicle tracking in most vehicles	Maintenance budget	Tracking installed	Fleet security and overall increased production with reduced costs	Direct or Technical Services
To manage, control and maintain all municipal assets according to MFMA regulations and good assets management practices	ASSET MANAGEMENT- MFMV02	Monitoring of Municipal Assets per Department	2013/2014 Monitoring Reports	4 Quarterly Reports on Additions and 1 Annual Report on Disposal	Additions Register	4 Quarterly Reports on Additions and one Reports on Disposals	Improved management of municipal assets	CFO
To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	FINANCIAL MANAGEMENT - MFMV03	Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches	New Indicator	Quarterly Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches	All Directors	4 Quarterly Reports of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches	Improved management of municipal finances	CFO
		Compilation and submission of Legislatively Compliant AFS	2012/2013 AFS	Compilation of 2013/2014 AFS by 31 August 2014	R000/ All Directors	Legislatively compliant AFS	Improved reporting on public funds	CFO
		Reviewal of adopted financial policies annually	2013/2014 Reviewed policies	Reviewed Financial Policies	All Directors	Legislatively compliant policies	Improved management of public funds	CFO
		% of operational budget actually spent	2013/2014 Operational Budget Actually Spent	Report on 100% Expenditure of the Operational Budget	R000/ Financial System/ All Directors	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	CFO
		% Capital budget actually spent	2013/2014 Capital Budget Actually Spent	Report on 100% Expenditure of the Capital Budget	R000/ Financial System/ All Directors	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	CFO

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		% of Conditional grants received actually spent	2013/2014 Conditional Grants Actually Spent	Report 100% Expenditure on Conditional grants received	R000/ Financial System/ All Directors	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	CFO
		Correct billing of consumers	2013/2014 verified actual correct billing reported	100% Correct billing of consumers with a 2% variance factor	R 0000 /Financial System/	Number of consumers correctly billed	Improved Revenue collection and management of municipal financial resources	CFO
		Actual revenue collected	2013/2014 Total Revenue collected	4 Quarterly Reports on the Collected Revenue	Financial System	Total Planned Revenue collected	Improved Revenue collection and management of municipal financial resources	CFO
		Financial viability as expressed by the ratios in the gazette.	New Indicator	1 Annual Report on the Ratios	Financial System /All Directors	Report on Ratios	Improved management of municipal financial and other resources	CFO
To ensure good payroll management and implementation	PAYROLL - MFMV04	Management of Payment of Salaries	2013/2014 Payroll Reports	12 Reports on All salaries paid monthly	Financial System / Payroll amendment reports	Report on the payment of salaries	Improved management of municipal financial	CFO
To provide a credible budget	BUDGET COMPILATION - MFMV05	Compilation of the Annual budget 2015/2016	2014/2015	2015/2016 MFMA Compliant budget by 31 May 2015	Financial System/ All Directors /Dora / Legislative Directives /R000	MFMA Compliant budget	Improved Municipal Financial Planning	CFO
		Adjustment budget by 28 February 2015	2013/2014	MFMA Compliant 2014/2015 Adjustment budget	Financial System/ All Directors / Legislative Directives	MFMA Compliant adjusted budget	Improved Municipal Financial Planning	CFO
To ensure that reporting is consistent with what is actually happening in the municipality and enhance financial monitoring	REPORTING - MFMV06	Development and submission of the section 71 report	12 section 71 reports for 2013/2014	MFMA Compliant Section 71	Financial System / Treasury Template / All Directors	Compliance with Treasury Regulations and the MFMA	Improved Financial Management and Reporting	CFO

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
To provide a reliable and effective ICT system	IT - MFMV07	Reviewal of the Disaster Recovery Plan	2013/2014 Review	Reviewed Disaster Recovery Plan	Risk Officer / Software Service Provider Inputs	Reviewed Disaster Recovery Plan	Secured IT date	CFO
		Reviewal of the IT Security Policy	2013/2014 Review	Reviewed IT Security Policy	All Directors	Reviewed IT Security Policy		CFO
		Systems downtime for emails, intranet and internet as a result of hardware or network failure	> 3 hrs per incident	12 Systems Downtime Monitoring Reports for File Server, Backup domain controller, Conlog Server, Cloud Server, Email Server	All Directors	Server Downtime monitored	Improved IT Management	CFO
		Monitoring and Maintenance of the Servers	New Indicator	4 Monitoring and Maintenance Reports on Servers	CFO/IT Administrator	Maintained Servers	Improved IT Management	CFO
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT								
To have an effective and transparent performance driven organisation capable of effective service delivery and sound administration	SKILLS DEVELOPMENT - MTID01	Development of the 2014/2015 WSP	2013/2014 WSP	2014/2015 WSP Developed and submitted to the Department of Labour	Director Corporate/Manager HR	WSP Developed	Improved capacity of employees to carry out their duties	Director or Corporate Services
		Number of employees capacitated in terms of the Workplace Skills Plan	2013/2014 WSP Implementation Report	2013/2014 Reports	Director Corporate/Manager HR	Capacitation of employees	Improved capacity of employees to carry out their duties	Director or Corporate Services
		Number of councillors trained	2013/2014 Councillors Training Implementation Report	2013/2014 Reports	Director Corporate/Manager HR	Capacitation of Councillors	Well Informed and capacitated Political Arm	Director or Corporate Services
		Number of communities trained	2013/2014 Communities Training Implementation Report	2013/2014 Reports	Director Corporate/Manager HR	Capacitation of Communities	Skilled and informed communities	Director or Corporate Services
		Number of internships and learnership opportunities created	2013/2014 Internships and Learnership Report	2013/2014 Reports	Director Corporate/Manager HR	Experienced young graduates and matriculants	Work ready graduates and matriculants	Director or Corporate Services
		Number of Finance interns appointed in accordance with FMG standards	2013/2014 Finance intern database	2013/2014 Reports	Director Corporate/Manager HR	Experienced young graduates	Work ready graduates	Director or Corporate Services
		Review and Monitor Implementation of Human Resource Strategy	2013/2014 Implementation Reports	4 Quarterly Report on the Implementation of the Strategy	Director Corporate/Manager HR	Effective HR Management	Improved management of Human Resources matters	Director or Corporate Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		% of staff who meet Minimum Competency levels (as prescribed by NT)	2013/2014 Reports	4 Quarterly Reports submitted to the standing committee	Director Corporate/Manager HR	Capacitation of employees	Improved capacity of employees to carry out their duties	Director or Corporate Services
To promote effective and inspiring governance	EMPLOYMENT EQUITY - MTID02	Review and Implement the Employment Equity Plan for 2014/2015	2013/2014 Employment Equity Plan	Reviewed Plan and 10 Reports	Director Corporate Services/ Manager Human Resources	Plan developed and implemented	Equal Employment Opportunities for all	Director or Corporate Services
		Number of employees employed in accordance with the Employment Equity targets	2013/2014 Report	4 Quarterly Reports on the number of people Employed in terms of the approved Employment Equity Plan	Director Corporate/Manager HR	Reports compiled	Balanced Equity in the employment of the municipality	Director or Corporate Services
To have an effective and transparent performance driven organisation capable of effective service delivery and sound administration	RECRUITMENT, SELECTION AND EMPLOYEE MANAGEMENT - MTID03	Reviewal of the organogram	2011 Approved Organogram	Organogram reviewed by 17 January 2015	Director Corporate Services/ Manager Human Resources	Organogram developed	Improved Recruitment of staff in the municipality	Director or Corporate Services
		Number of critical posts filled within 3 months of being vacant	2013/2014 Reports on posts filled within 3 months of being vacant	4 Quarterly Reports on the number of posts filled within 3 months of being vacant	Director Corporate/Manager HR	Reports compiled	Effective Human Resource Management	Director or Corporate Services
		Reviewal of the staff establishment in line with Cogta Regulations	New Indicator	Cogta Regulations Compliant Staff Establishment	Director Corporate/Manager HR	New Staff establishment in terms of the Cogta regulations	Effective Human Resource Management	Director or Corporate Services
		Install Phase 2 Electronic Clock System in the remaining municipal offices	Electronic System installed in all Municipal Offices	review and Implement the Employment Equity Plan	Director Corporate/Manager HR (250 000)	Not Yet Applicable	Effective Human Resource Management	Director or Corporate Services
To build a healthy, competent and effective workforce	EMPLOYEE WELLNESS PROGRAMME - MTID04	Number of reports on the functionality of the employee wellness programme	Functionality Reports for 2013/2014	4 Quarterly Reports on the Implementation of Employee Wellness Programmes	Director Corporate/Manager HR	Actual Wellness Programmes implemented	Improved state of Municipal Employees	Director or Corporate Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
To provide a healthy and safe working environment	OCCUPATIONAL HEALTH AND SAFETY - MTID05	Conduct OHS inspections in	2013/2014 Inspection Reports	4 Quarterly Inspection Reports	Director Corporate/Manager HR	Number of inspections held	Improved working Environment of Municipal Employees	Director or Corporate Services
To promote fair Labour Practices	LOCAL LABOUR FORUM - MTID 06	Number of Local Labour Forum meeting held	2013/2014 Meetings	4 Meetings held	Director Corporate/Manager HR	Number of meetings held	Improved Relations between the Employer and Employees	Director or Corporate Services
To eliminate the number of litigations against the municipality	LEGAL SERVICES - 07	Management of all Municipal Lease agreements	2013/2014 Reports	4 Quarterly Inspection Reports	Director Corporate/Manager HR	Reports prepared	Improved Management of Lease Agreements	Director or Corporate Services
		Monthly Reporting on the status of Legal cases the municipality is involved in	2013/2014 Reports	12 Monthly Reports	Director Corporate/Manager HR	Reports prepared	Improved Relations between the Employer and Employees	Director or Corporate Services
To provide and manage municipal matters within prescribed legislations and policies	POLICIES AND BY-LAWS - MTID 08	Facilitate the reviewal, and adoption of Municipal By-laws	29 By Laws	10 By Laws Reviewed	Director Corporate/Manager HR/R350 000	Reviewed By Laws	Improved management of municipal affairs	Director or Corporate Services
		Facilitate the reviewal of all municipal policies	2013/2014 Reviewed Policies	All Municipal Policies Reviewed	Director Corporate/Manager HR	Reviewed Policies	Improved management of municipal affairs	Director or Corporate Services
		Consolidation of Institutional Procedure Manuals	New Indicator	Procedure Manuals Consolidated	Director Corporate/Manager HR	Procedure Manuals	Improved management of municipal affairs	Director or Corporate Services
To provide for suitable and secure working conditions for municipal staff and councillors	BUILDINGS - MTID 09	Manage and facilitate the provision of security services to all municipal properties	Expired contract	All municipal buildings secured	Director Corporate/Manager Admin/R1 800 000	Municipal Buildings secured	Secured municipal property	Director or Corporate Services
		Development and Implementation of the Repairs and Maintenance Plan	2013/2014 Repairs and Maintenance Reports	Quarterly Reports on Repairs and Maintenance of Municipal Buildings	Director Corporate/Manager HR	Number of buildings actually repaired	Improved management of municipal assets	Director or Corporate Services

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
To safeguard municipal information in an effective manner	RECORDS MANAGEMENT - MTID10	Implementation Electronic Document Management System	New Indicator	Quarterly Report on the Effectiveness of the Electronic Documents Management System	Director Corporate/Manager HR	Not Yet Applicable	Improved management of Council Documents	Director or Corporate Services
To have an effective and transparent performance driven organisation capable of effective service delivery and sound administration	PERFORMANCE MANAGEMENT AND REPORTING - MTID11	Reviewal of the Performance Management Policy	2009 Reviewed Performance Management Policy	Reviewal of the PMS Policy	Director IPME/Manager Governance and Compliance	PMS Policy Reviewed	Improved Monitoring and Evaluation within the municipality	Director or IPME
		Signing of Performance agreements with the Municipal Manager and Section 56 Managers	2013/2014 Signed Performance Agreements of s56 Managers	6 Signed Performance Agreements by 31 July 2014 with the Municipal Manager's one included	Director IPME/Manager Governance and Compliance	Signed Agreements	Structured and Improved Planning, Monitoring and Evaluation	Director or IPME
		Signing of Performance agreements with Middle Managers	New Indicator	10 Signed Middle Manager's Performance Plans by 31 July 2014	Director IPME/Manager Governance and Compliance	Signed Agreements	Structured and Improved Planning, Monitoring and Evaluation	Director or IPME
		Quarterly performance reviews conducted with section 56 Managers	2013/2014 Quarterly Reviews	6 Quarterly Performance Reviews	Director IPME/Manager Governance and Compliance	6 Quarterly Performance Reviews conducted	Structured and Improved Planning, Monitoring and Evaluation	Director or IPME
		Quarterly performance reviews conducted with Middle Managers	New Indicator	10 Quarterly Performance Reviews	Director IPME/Manager Governance and Compliance	10 Quarterly Performance Reviews conducted	Structured and Improved Planning, Monitoring and Evaluation	Director or IPME
		Compilation of the Annual Performance Report (s46)	2013/2014 Annual Performance Report	Annual Performance Report compiled and submitted to AG by 31 August 2014	Director IPME/Manager Governance and Compliance	Annual Report compiled	Structured and Improved Planning, Monitoring and Evaluation	Director or IPME
		Compilation and tabling of the Mid-Year Performance Report (s72)	2013/2014 Mid-Year Performance Report	2014/2015 Mid-Year Performance Report compiled, tabled by 25 January 2015	Director IPME/Manager Governance and Compliance	Mid-Year Report Compiled	Structured and Improved Planning, Monitoring and Evaluation	Director or IPME
		Development and Tabling of the Service Delivery and Budget Implementation Plan	2013/2014 Annual Report	SDBIP Compiled and approved by the Mayor within 14 days after the approval of the budget	Director IPME/Manager Governance and Compliance	SDBIP Compiled	Structured and Improved Planning, Monitoring and Evaluation	Director or IPME

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person	
To undertake holistic integrated development and spatial planning	SPATIAL PLANNING - MTID12	Develop a new SDF and Land Use Management System, with reviewed policies in line with SPLUMA by 30 June 2015	Change in legislation	Approval prior to year end	R 1 M and Town Planner	Approved SPLUMA Policy	Compliance	Director or Technical Services	
		Develop an implementation schedule for SPLUMA	Change in legislation	Schedule developed by September 2014	Town Planner	Practical schedule	SPLUMA compliance	Director or Technical Services	
		Updating of Zoning register	2013/2014 Zoning Register	Zoning Register fully updated by year end and on an ongoing basis.	Time of Town Planning Unit	Approved town planning register	Control of land use	Director or Technical Services	
		Updating building register	2013/14 register	Building register fully updated by year end and on an ongoing basis	Time of Town Planning Unit	Approved building register	Building control in terms of compliance	Director or Technical Services	
	INTEGRATED DEVELOPMENT PLANNING - MTID13	Development of the 2015/2016 IDP	2014/2015 IDP	Development of the 2015/2016 IDP	Director IPME/Manager IPED	IDP developed	Improved Planning of Municipal Programmes	Director or IPME	
		Development of the IDP and Budget Process Plan for 2016/2017 review	2015/2016 IDP and Budget Process Plan	Development of the 2016/2017 IDP and Budget Process Plan	Director IPME/Manager IPED	Process Plan Developed	Improved Planning of Municipal Programmes and timing thereof	Director or IPME	
		Number of IDP Representative Forum meetings held	2013/2014 Meetings	4 Meetings Held	Director IPME/Manager IPED/Manager Communications, IGR and Stakeholder Relations	Meetings Held	Improved Integrated Planning	Director or IPME	
		Number of IDP and Budget Representative Steering Committee meetings held	2013/2014 Meetings	4 Meetings Held	Director IPME/CFO/Manager IPED/Manager BTO	Meetings Held	Improved Budgeting	Director or IPME/CFO	
	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
	To promote and instill good governance practices within Senqu municipality	RISK GGPP01	Quarterly Reporting on Risk Matters to the Audit Committee	2013/2014 Risk Reports	4 Reports submitted to the Audit Committee	Director IPME/Manager Governance and Compliance	Risk Register Updated	Minimisation of Municipal Risk	Director or IPME
Number of Risk Assessments conducted			2013/2014 Risk Assessment Reports	12 Departmental Risk Assessments Conducted	Director IPME/Manager Governance and Compliance	Departmental Risk Assessments conducted	Minimisation of Municipal Risk	Director or IPME	
Promote compliance with legislation	COMPLIANCE GGPP02	Update of the Compliance Register	New Indicator	Compliance Register Developed and submitted to the Audit Committee	Director IPME/Manager Governance and Compliance	Register Developed	Compliance with Municipal Legislations	Director or IPME	

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		Monitoring of the Website Compliance with the MFMA and MSA	2013/2014 Reports	4 Quarterly Reports on the Website compliance	Director IPME/Manager Governance and Compliance/Manager IGR and Communications/R106 000	Compliant Website	Improved monitoring of the Municipal Website	Director IPME
		Monitoring of the Implementation of the Compliance Register	2013/2014 Reports	12 Compliance Implementation Reports and workshop Conducted	Director IPME/Manager Governance and Compliance	Register Monitored	Compliance with Municipal Legislations	Director IPME
Promote Good Governance within the Senqu Municipality	OVERSIGHT - GGPP03	Monitor the implementation of the Audit Action Plan	2013/2014 Reports	4 Quarterly Reports on the Implementation of the Audit Action Plan	MM/SAE/R190 000	Audit Action Plan Implemented	Improved Audit Outcome	Municipal Manager
		Monitor the Implementation of the OPCAR	New Indicator	4 Quarterly Reports on the Implementation of the Audit Action Plan	MM/CFO/DIRECTOR IPME	OPCAR Implemented	Improved Audit Outcome	Municipal Manager
		External Quality Review	New Indicator	1 External Quality Review	MM/SAE	External Quality Review Implemented	Improved Oversight	Municipal Manager
To ensure coherent and transparent decision making within the municipality		% of Council/Exco/Top Management resolutions tracked	2013/2014 Tracking Report	100% Quarterly compliance	Director Corporate/Manager Council Support	Reports compiled	Improved implementation of Council Resolutions	Director Corporate Services
		Number of Council meetings held	4 Meetings	4 Meetings	Director Corporate/Manager Council Support	Meetings Held	Improved Oversight of Council and Decision Making	Director Corporate Services
		Number of Exco meetings held	11 Meetings	11 Meetings	Director Corporate/Manager Council Support	Meetings Held	Improved Oversight of Council and Decision Making	Director Corporate Services
To promote and instil good governance and oversight		4 Municipal Public Accounts Committee meetings held	2013/2014 Meetings	12 Meetings Held	MM/COO	Meetings Held	Enhance oversight over Municipal functioning	Municipal Manager
		4Audit and Performance Committee meetings held	2013/2014 Meetings	4 Meetings Held	MM/SAE	Meetings Held	Enhance oversight over Municipal functioning	COO
		Oversight Report prepared by 31 March 2015	2013/2014 Oversight Report	2014/2015 Oversight Reports Prepared	MM/COO	Reports compiled	Enhance oversight over Municipal functioning	Director IPME
		Final Draft 2013/2014 Annual Report prepared by 31 March 2015	2012/2013 Annual Report	2013/2014Annual Report Prepared	Director IPME/Manager Governance and Compliance	Reports compiled	Improved Performance Monitoring and Reporting	Director IPME

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
To promote interactive communication with customers around service delivery issues	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION GGPP04	Number of Functional Ward Committees	New Indicator	19 Ward Committees Monthly Functioning Reports	Director IPME/Manager IGR and Communications and Stakeholder Relations	Functional Ward Committees	Improved Community Participation in Council Decision Making	Director or IPME
		Number of Mayoral Imbizos held	2013/2014 Meetings	4 Meetings	Director IPME/Manager IGR and Communications and Stakeholder Relations	Not Yet Available	Improved Public Participation within the Municipality	Director or IPME
		Number of Round Tables Held	2013/2014 Meetings	4 Meetings	Director IPME/Manager IGR and Communications and Stakeholder Relations	Not Yet Available	Improved Public Participation within the Municipality	Director or IPME
		Number of Reports on the Implementation of the Public Participation Plan	2013/2014 Implantation Reports	4 Quarterly Reports on Implementation of the Public Participation Plan developed	Director IPME/Manager IGR and Communications and Stakeholder Relations	Public Participation Implementation Reports developed	Improved Public Participation within the Municipality	Director or IPME
		Implementation of the communication plan	2013/2014 Plan and Implantation Reports	1. Plan Developed and Approved and, 2. 4 Quarterly Reports on the Implementation of the Communication Plan	Director IPME/Manager IGR and Communications and Stakeholder Relations	All 4 Reports actually compiled	Improved capacity in communicating municipal information	Director or IPME
		Appointment of the Marketing and Branding Consultant for Senqu Municipality	New Indicator	Appointment of the Marketing and Branding Consultant for Senqu Municipality	Director IPME/Manager IGR and Communications and Stakeholder Relations/R500 000	Consultant Appointed	Improved image of Senqu Municipality	Director or IPME
		Number of Presidential Hotline queries resolved	100% Issues Resolved	12 Monthly Reports	Director IPME/Manager IGR and Communications and Stakeholder Relations	Queries resolved	Improved Service Delivery	Director or IPME
		Number of Customer Complaints resolved	Senqu Line installed	12 Monthly Reports	Director IPME/Manager IGR and Communications and Stakeholder Relations	Queries resolved	Improved Service Delivery	Director or IPME
		Number of Internal Newsletters developed	2 Newsletters Distributed	4 Signed Newsletters Distributed	Director IPME/Manager IGR and Communications and Stakeholder Relations	Newsletters developed	Improved Communication with Internal stakeholders	Director or IPME

STRATEGIC OBJECTIVE	IDP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		Number of External Newsletters developed	1 Newsletters Distributed	4 Signed Newsletters Distributed	Director IPME/Manager IGR and Communications and Stakeholder Relations	Newsletters developed	Improved Communication with External stakeholders	Director or IPME
To promote the mainstreaming and upliftment of HIV and AIDS , women and children, youth, people with disabilities and the elderly into municipal Socio-Economic Programmes and Projects	MAINSTREAMING - GGPP05	Implementation of the HIV/Aids Strategy	2013/2014 Implementation Reports	12 Monthly Reports	Director IPME/Manager IGR and Communications and Stakeholder Relations	Reports Developed	Improved Mainstreaming of HIV/AIDS related issues	Director or IPME
		SPU annual activity plan developed, adopted and implemented	2013/2014 Activity Plan	Approved SPU Annual Activity Plan by 30 September 2014 and 3 quarterly implementation reports	Director IPME/Manager IGR and Communications and Stakeholder Relations	Plan Developed	Improved Mainstreaming of SPU related issues	Director or IPME
		Number of SPU structures meetings held (1 quarterly meeting per structure each quarter)	2013/2014 Meetings	4 Meetings Held (1 quarterly meeting per structure)	Director IPME/Manager IGR and Communications and Stakeholder Relations	4 Meetings held per structure	Improved Mainstreaming of SPU related issues	Director or IPME
		4 Local AIDS Council meetings held	4 Meetings	4 Quarterly Meetings	Director IPME/Manager IGR and Communications and Stakeholder Relations	4 Meetings held	Improved Mainstreaming of HIV/AIDS related issues	Director or IPME
		Senqu Mayoral Cup Held and Youth Festival	2013/2014 Senqu Mayoral Cup	2014/2015 Senqu Mayoral Cup Held by 31 May 2014	Director IPME/Manager IGR and Communications and Stakeholder Relations	Event Held	Improved Youth Development	Director or IPME

MUNICIPAL CAPITAL BUDGET 2014/15

ITEM	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Project: Extension Offices;	-	150 000.00	-
CAP: Tools & Equipment; (Notice Boards)	1 155 000.00	1 340 000.00	360 000.00
CAP:Infrastructure; Electricity	1 350 000.00	11 700 000.00	-
CAP: Vehicles, Plant & Equip	6 290 000.00	12 405 000.00	8 810 000.00
CAP: Furniture & Office Equi	1 465 000.00	320 000.00	400 000.00
Parks;	-	500 000.00	-
Project: Driver Lic Train Ce	600 000.00	-	-

ITEM	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Electronic Clock System (Phase II)	250 000.00	-	-
Office Space (Finance/Corporate)	4 500 000.00	-	-
Security MM Mayor House (Wall & gate)	300 000.00	-	-
Renovate 2nd Floor (CAPITAL)	1 500 000.00	1 500 000.00	-
Backup (Hard drives & Software)	100 000.00	-	-
Power Supply	250 000.00	-	-
Vehicle Tracking	300 000.00	264 000.00	290 400.00
Fleet Yard Lighting	-	42 000.00	-
Hand Operating Service Systems	-	960 000.00	960 000.00
Roads & Bridges	14 405 993.85	21 052 742.50	25 974 909.58
Electricity Infrastructure	600 000.00	1 400 000.00	1 500 000.00
Street lighting	500 000.00	138 105.00	2 000 000.00
Multi-Purpose Recreational Facilities	3 170 000.44	8 400 000.00	1 500 000.00
Cemeteries	3 800 000.00	3 310 375.00	3 360 290.42
Public Safety	100 000.00	250 000.00	250 000.00
Sport Facilities	8 817 856.00	2 324 594.00	5 875 350.00
Solid Waste Sites	4 552 250.19	4 682 182.81	-

Consolidated overview of the 2014/15 MTREF R '000

R thousand	Adjustments Budget	Budget Year	Budget Year +1	Budget Year +2
	2013/14	2014/15	2015/16	2016/17
Total Operating Revenue	189 133	203 366	229 465	234 379
Total Operating Expenditure	156 024	189 580	196 232	205 435
Surplus/(Deficit) for the year	33 108	13 786	33 233	28 945
Total Capital Expenditure	70 490	56 206	70 739	51 281

MUNICIPAL SUMMARISED OPERATIONAL BUDGET

General Expenditure Per Department	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Council	5 804 172.77	6 275 606.55	6 770 992.96

Executive	4 571 155.15	3 682 144.91	1 790 874.33
Internal Audit	1 103 346.03	973 350.63	1 453 980.69
IPME	8 204 398.65	5 775 983.07	5 928 839.39
Corp Serv	8 530 004.31	8 879 773.57	9 626 257.04
BTO	10 755 516.60	11 203 405.33	11 992 608.70
Traffic	1 633 798.86	1 784 262.61	1 934 263.62
Technical Admin	2 600 059.56	3 757 751.85	2 910 601.47
Housing	10 565 235.90	1 782 012.12	628 573.09
Storm Water	646 101.03	710 711.13	781 782.24
Roads	12 774 857.19	14 017 804.67	15 380 515.05
Electricity	31 850 249.26	36 218 572.03	37 509 718.86
Street Lights	348 420.19	379 810.57	410 195.42
Community Admin	988 611.51	1 077 225.71	1 164 598.91
	276 675.32	209 532.87	199 928.29
Halls and Recreational Facilities	550 125.83	600 881.28	653 449.12
Cemeteries	170 533.37	187 266.28	205 287.72
Public Safety	70 909.22	52 002.38	57 202.61
Sport Fields	348 181.84	382 502.24	420 127.55
Waste Management: Solid Waste	3 801 682.55	4 200 126.05	4 553 504.71

Summary of Operating expenditure by standard classification item

Description	2010/11	2011/12	2012/13	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure By Type								
Employee related costs	26 261	30 793	40 018	57 313	49 405	55 967	60 439	65 270
Remuneration of councillors	7 159	8 387	8 858	9 635	9 843	10 630	11 481	12 399
Debt impairment	829	2 694	5 093	4 270	4 270	4 569	4 980	5 379
Depreciation & asset impairment	10 480	11 579	13 437	15 224	15 550	17 105	18 815	20 695
Finance charges	1 566	1 259	1 147	1 639	1 639	1 639	1 628	1 614
Bulk purchases	12 495	15 130	19 167	26 677	26 677	28 545	31 116	33 606
Transfers and grants	799	732	333	334	334	150	150	150
Other expenditure	49 664	47 172	39 739	42 373	48 306	70 975	67 623	66 323
Loss on disposal of PPE	447	85	993	-	-	-	-	-
Total Expenditure	109 700	117 831	128 785	157 465	156 024	189 580	196 232	205 435

REPAIRS & MAINTENANCE SUMMARY

DESCRIPTION	2014/15	2015/16	2016/17
Re-surface Existing Roads (Lady Grey)	-	6 300 000.00	-
Re-surface Existing Roads (Barkly East)	-	-	7 000 000.00
Renovation BE Stores (R&M)	500 000.00	-	-
Job Creation	6 480 000.00	6 998 400.00	7 558 272.00

Renovations (Transwilger)	1 000 000.00	-	-
Renovations (Lady Grey Town Hall)	1 500 000.00	1 500 000.00	-
R/M: Cemetery;	3 772.80	4 112.70	4 441.72
R/M: Fencing;	7 006.64	7 637.89	8 248.92
R/M: Water Reticulation;	4 311.78	4 700.24	5 076.26
R/M: Traffic & Road Signs;	42 800.00	46 656.00	50 388.48
Parks	24 000.00	25 488.00	27 068.26
R/M: Sport Fields;	4 975.16	16 324.33	17 630.27
R/M: Storm Water;	256 800.00	279 936.00	302 330.88
R/M: Street Lights;	345 000.00	372 600.00	402 408.00
R/M: Roads & Streets;	2 000 000.00	2 160 000.00	2 332 800.00

Repairs and maintenance per asset type

Description	2010/11	2011/12	2012/13	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Depreciation & asset impairment</u>	10 480	11 579	13 437	15 224	15 550	17 105	18 815	20 695
<u>Repairs and Maintenance by Asset Class</u>	2 703	3 405	2 554	3 178	3 527	8 478	13 732	13 406
Infrastructure - Road transport	-	1 549	577	610	442	2 257	8 740	9 635
Infrastructure - Electricity	-	110	48	495	705	745	805	869
Infrastructure - Water	-	-	-	4	4	4	5	5
Infrastructure - Other	2 703	913	70	40	58	43	47	50
Infrastructure	2 703	2 571	695	1 149	1 209	3 049	9 596	10 560
Community	-	310	863	73	73	2 652	1 664	177
Other assets	-	524	997	1 956	2 245	2 777	2 472	2 669
TOTAL EXPENDITURE OTHER ITEMS	13 183	14 984	15 991	18 402	19 077	25 583	32 546	34 100

Description	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
INSTITUTIONAL TRANSFORMATION			
Training	1823797.86	3831682.75	2153024.64
OHS / EAP Costs	100 000.00	108 000.00	116 640.00
HIV/AIDS Programmes	130 000.00		
Legal Costs;	1 200 000.00	1 296 000.00	1 399 680.00
PUBLIC PARTICIPATION			
Project: IDP & Budget;	220 000.00	237 600.00	256 608.00
Project: Community Participation	100 000.00	108 000.00	116 640.00
Call Centre : Tel	100 000.00	100 000.00	100 000.00
Description	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Customer Care	100 000.00	100 000.00	100 000.00
Web Site	106 000.00	114 480.00	123 638.40
Ward Based Planning		400 000.00	250 000.00

Project: IDP & Budget finance	173 340.00	188 956.80	204 073.34
Ward Committees;	2 400 000.00	2 592 000.00	2 799 360.00
Communication;	600 000.00	648 000.00	699 840.00
Project: SPU;	600 000.00	648 000.00	699 840.00
GOVERNANCE & COMPLIANCE			
Audit Comm Sitting Allow;	146 000.00	180 000.00	200 000.00
External Quality Review	190 000.00	-	380 000.00
Project: Performance Management	1 000 000.00	-	
Sec 72 and Annual Report	1 000 000.00	-	-
Printing Annual Reports	200 000.00	220 000.00	250 000.00
By-Laws	350 000.00	-	-
Audit Fees;	2 382 439.27	2 597 081.47	2 804 847.98
FINANCIAL MANAGEMENT			
Project: MFMA Implementation	1 600 000.00	1 650 000.00	1 700 000.00
Project: Asset Register;	434 000.00	450 000.00	450 000.00
Project: Valuation Roll;	288 900.00	314 928.00	340 122.24
New Vote : Collection Cost	160 500.00	174 960.00	188 956.80
Donations & Grants;	150 000.00	150 000.00	150 000.00
Vuna awards	325 000.00		
Bad Debts;	4 510 422.60	3 294 992.84	3 562 592.27
LOCAL ECONOMIC DEVELOPMENT			
Local Economic Development	530 000.00	561 800.00	606 744.00
Tourism;	530 000.00	561 800.00	606 744.00
Poverty Alleviation Programme	500 000.00	-	-
SERVICE DELIVERY & BASIC SERVICES			
Project: MIG PMU;	1 791 900.00	1 879 850.00	1 958 450.00
New Technical Admin Vote		1 000 000.00	
Project: Housing Herschel 70	8 336 702.09		
Project: Housing Hillside 10	489 696.67		
J/C Numbering Houses	50 000.00		-
SDF (SPLUMA)	1 200 000.00	1 200 000.00	
Bulk: Electricity Purchases;	28 544 740.96	106 080.53	114 566.98
Library Events	64 388.65		
Pauper Burials;	7 141.61		
Animal Control;	20 114.46		
Description	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Refuse / Sanitation Containe	173 340.00	54 000.00	58 320.00
Refuse Bags;	50 000.00		
Refuse Removal;	-	50 000.00	50 000.00

Tree Cutting / Felling	100 000.00	1 821 789.32	1 967 532.47
Waste Minimisation Projects (Recycling/Awareness)	80 000.00		
Uniforms & Protective Clothi	308 602.00	333 815.00	360 520.50

FREE BASIC SERVICES

	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Free Basic Services; Rates			
Free Basic Services;	-		
Free Basic Services;			
Free Basic Services; Electricity	8 375 907.82	9 045 980.44	9 769 658.88
Free Basic Services; Refuse	4 607 199.52	4 975 775.48	5 373 837.52

5 YEAR COMPREHENSIVE INFRASTRUCTURE PLAN

WARD	PRIORITY	2013/14	Draft 2014/15	Draft 2015/16	Draft 2016/17
1	Access Roads	1 275 053			
2	Access Roads			2 500 000	
3	Access Roads	3 138 270			
4	Access Roads (Maqolweni)	2 147 063			
5	Access Roads (Mabele and Nduma access to school)		2 500 000		
6	Access Roads		2 500 000		
7	Access Roads			2 500 000	
8	Access Roads	445 513			
9	Access Roads	445 513			
12	Access Roads	445 514			
13	Access Roads		3 000 000		
15	Access Roads	2 500 000			
16	Roads & Streets	1 500 000	1 500 000		
17	Access Roads			3 189 450	
19	Access Roads	6 657 298	2 538 352		
2	Sport Field			6 146 550	
10	Sport Field (Sterkspruit)	4 792 950			
13	Sport Field			5 763 000	
19	Sport Field (Barkly East)		5 379 450		

WARD	PRIORITY	2013/14	Draft 2014/15	Draft 2015/16	Draft 2016/17
3	Box Culvert River Crossing	500 000	3 000 000		
4	Pedestrian Bridge	500 000	1 950 000		
5	Bridge (Upper Bebeza leaners cannot reach school)				
5	Bridge (Magqadanya na to Danger's Hook JSS)		2 500 000		
6	Bridge (Majuba to Bultfontein)		2 500 000		
7	Bridge (Masaleng to Matlapaleng Thaba Lesoba)			2 500 000	
14	Bridge (Transwilger)				
17	Bridge (Joveleni no access to the school)			2 500 000	
18	Bridge (Nkululeko to extension site)			2 500 000	
3	Indoor recreational community facility (hall) / Office	2 850 000			
9	Indoor recreational community facility (hall) / Office		3 000 000		
12	Indoor recreational community facility (hall) / Office			3 300 000	
16	Indoor recreational community facility (hall) / Office				
18	Indoor recreational community facility (hall) / Office			3 300 000	
10	Cemetery (Sterkspruit)	200 000			
11	Cemetery (Hershel)	200 000			
16	Cemetery (Barkly East)	500 000			
10	Solid Waste Site (Sterkspruit)	250 000			
11	Solid Waste Site (Herschel)	250 000			
15	Solid Waste	250 000			

WARD	PRIORITY	2013/14	Draft 2014/15	Draft 2015/16	Draft 2016/17
	(Rossouw)				
16	Solid Waste (Rhodes)	500 000			
14	Public Street Lighting (Lady Grey)		1 000 000	2 300 000	
19	Public Street Lighting (Barkly East)	1 008 176	2 702 048		
	PMU (5%)	1 597 650	1 793 150	1 921 000	2 048 850
		31 953 000	35 863 000	38 420 000	2 048 850

2013 DoRA MIG Allocation	31 953 000	35 863 000	38 420 000	40 977 000
Sport Facilities (15% of Allocation)	4 792 950	5 379 450	5 763 000	6 146 550

Access Roads	18 554 224	12 038 352	8 189 450	-
Sport Field	4 792 950	5 379 450	11 909 550	-
Bridges	1 000 000	9 950 000	7 500 000	-
Community Hall	2 850 000	3 000 000	6 600 000	-
Cemeteries	900 000	-	-	-
Solid Wastes	1 250 000	-	-	-
Public Street Lighting	1 008 176	3 702 048	2 300 000	-
PMU (5%)	1 597 650	1 793 150	1 921 000	2 048 850
	31 953 000	35 863 000	38 420 000	2 048 850

Joe Gqabi District Municipality Projects

Description	2013/14	2014/15	2015/16
Lady Grey Kwezi Naledi sanitation	455 263	0	0
Senqu rural water programme	8 771 930	17 543 860	26 315 789
Lady Grey bulk water infrastructure	4 385 965	0	0
Sterkspruit upgrading of WTW and bulk lines	17 543 860	0	0
Senqu spring protection	3 289 912	4 387 939	5 484 868

ITP Projects

Project	Budget			Funded	Proposed Funder	Plan
	2010/11	2011/12	2012/13			

Project	Budget			Funded	Proposed Funder	Plan
	2010/11	2011/12	2012/13			
Bokspruit bridge		3,94		No	DORT	JGDM ITP
Maartenshoek Road		2,56		No	DORT	JGDM ITP
Rhodes to Barkly East	5 M			No	DORT	JGDM ITP
Musong	3 M	10 M		No	DORT	JGDM ITP
Sterkspruit main taxi rank	16m			No	DORT	JGDM ITP
Lady Grey sidewalks	1,2 M			No	DORT	JGDM ITP
Sterkspruit taxi stops	4,68 M			No	DORT	JGDM ITP
Barkly East Taxi rank	0.96 m			No	DORT	JGDM ITP
Sterkspruit taxi stops in Rietfontein, Silindini, Ntsimekweni, Rockcliff, Skizana, Mokaesi, Ninanna, Phelandaba, Macaguma, Manxeba, Nomlenyana, Ndotela and Nkopane	4,68 M			No	DORT	JGDM ITP
Senqu pedestrian projects	1,8 M			No	DORT	JGDM ITP
Access roads in Wards 1,2,3(Phase 1	8.9 M			No	DORT	JGDM ITP
Access roads in Wards 4,5,6	7.5 M			No	DORT	JGDM ITP
Access roads in wards 7,8,9,12 (Phase 3)	8.5.m			No	DORT	JGDM ITP

Department of Rural Development & Agrarian Reform

FOOD SECURITY HOUSEHOLD

MUNICIPALITY	R (000)
SENQU	700
CROPPING PROGRAMME	
SENQU	479

IMPACT

MUNICIPALITY	SENQU
LANDCARE	R 1 500 000
TOTAL	R 1 500 000

CASP

MUNICIPALITY	R(000)
SENQU	1 683

ANIMAL HEALTH

	R(000)
DIPPING MATERIAL	1 234
SHEEP SCAB	266
DRUGS	213
RABIES	110

Agriculture: 2014/15 projects

Project Name	Area	Funding
Stockwater system	Middelplaats Farm, Lady Grey	150,000
Stockwater system	Mangali/Sunfox farms, Rossouw	R 258,000
Stockwater system	Shanklin farm, Barkly East	R 255,000
Fencing for landcare	Phelandaba, W15	R 370,000
Shearing shed	Bultfontein, Barkly East	R 650,000
Crop production	Vukani Mangwe, Ward 17	R 479,000
Backyard food production	Sterkspruit; Barkly East; Lady Grey	R 700,000

Department of Human Settlement

PROJECTS	TARGET	BUDGET
RUNNING		
Rossouw 100	100 Units	R 11 900 000.00
RECTIFICATION		
Lady Grey 50	50	Not yet approved
Barkly East 506	506	Not yet approved
Hillside 600	600	Not yet approved
Rhodes 30	30	R 600 000.00

PLANNING PROJECTS		
Sterkspruit 4000	4000	R 4 048 465.00
Senqu 127	127	R 4 105 500.00
Emergency 350	40	R 4 760 000.00
Rhodes 143 (Greenfields) & 57 insitu	200	R 600 000.00
Barkly East 298 (Pilot Project)	198 services & 298 Top Structures	R 625 000.00
Sterkspruit, Lady Grey & Barkly East Gap Market Housing	1500	Not yet approved
TOTAL		R 26 638 965.00

Municipality	SERVICES	RECT.	NO. OF UNITS	BUDGET	Percentage (%) Contributing to Targets
Senqu	25	0	188	R 26,6M	18%

Department of Roads and Public Works

Municipality & Ward	Project Name	Project Status	Budget	Time Frame
Senqu	RMC TAR: Senqu	Continuous	R2,442,000.00	June 2011 to May 2014
Senqu	RRM Senqu	Continuous	R5,950,000.00 p/a	Sept 2012 to Aug 2015
Senqu	RRM: DRE Joe Gqabi in-house	Continuous	R1,785,000.00 p/a	Feb 2013 to May 2014
Senqu	Flood damage: DR08514	60%	R9,200,000.00	Jan 2014 to May 2014
Senqu Local Municipality	Bensonvale College Upgrades (offices) – Phase 3	DRPW	R30,000,000.00	July 2013 – March 2015
Senqu Local Municipality	Sterkspruit Roads depot Major Renovations & Upgrades	DRPW	R18,000,000.00	March 2014 – March 2015
Senqu & Elundini Local Municipality	5 School fencing projects: Phaphama SPS, Manxeba JSS, Musong JSS, Malgas SPS, Magwiji JSS	DOE	Each at a value of R500,000. – R650 000	February 2013 – June 2013
Senqu local Municipality	Ngquba School – Early Childhood Development Centre	DOE	R4,000,000.00	17 June 2013 – March 2014

Municipality & Ward	Project Name	Project Status	Budget	Time Frame
Joe Gqabi DM	Household Contractor Programme	5787 beneficiaries to date	R37, 499,760. 00	April 2013 – March 2014 (Renewable)
All Joe Gqabi municipalities	NYS	65 Learners	R 781 200	January 2014 – June 2015
All Joe Gqabi Municipalities	APTCoD	40 Learners	R 960 000	April 2013 – March 2014 (Renewable for 3 years)

ESKOM

2013- 2014

Project Name	Municipality Code & Name	Project Type	Mar Planned CAPEX	Mar Planned Connections
BARKLY EAST HOUSING	EC142 Senqu	Household	R 9 315 000	810
Hillside Housing Dev	EC142 Senqu	Household	R 2 341 500	223
ROSSOUW Electrification	EC142 Senqu	Household	R 3 485 000	205
ROSSOUW Electrification --2014 Pre-eng	EC142 Senqu	Pre Engineering	R 209 100	
SENQU WARD 1, 7 & 8	EC142 Senqu	Household	R 5 100 000	300
SENQU WARD 4, 5 & 15 EXTENSIONS	EC142 Senqu	Pre Engineering	R 40 545	
SENQU WARD 6, 9 & 10	EC142 Senqu	Household	R 10 200 000	600
SENQU WARD 6, 9 & 10 --2014 Pre-eng	EC142 Senqu	Pre Engineering	R 510 000	
SENQU WARD 6, 9 & 10 (Link Line)	EC142 Senqu	Infrastructure - Line	R 6 000 000	
SENQU WARD 6, 9 & 10 (Link Line) --2014 Pre-eng	EC142 Senqu	Pre Engineering	R 180 000	

PROJECT	CONNECTIONS	COSTS
Hillside Housing Dev	223	R 2 341 500.00
Rossouw Electrification	205	R 3 485 000.00
ROSSOUW Electrification --2014 Pre-eng		R 209 100.00

Senqu Ward 1, 7 & 8	300	R 5 100 000.00
Senqu Ward 6, 9 & 10	600	R 10 200 000.00
Senqu Ward 6, 9 & 10 --2014 Pre-eng		R 510 000.00
Senqu Ward 6, 9 & 10 (Link Line)		R 6 000 000.00
Senqu Ward 6, 9 & 10 (Link Line) --2014 Pre-eng		R 180 000.00
Barkly East Housing	810	R 9 315 000.00
Senqu Ward 4, 5 & 15 Extensions		R 40 545.00
TOTAL ALLOCATION	2138	R 37 381 145.00

2014-15 household and Pre-engineering estimates

PROJECT	CONNECTIONS	COSTS
Herchel Extension	110	R 1 320 000.00
Lady Grey Housing Development Extension	120	R 1 920 000.00
Senqu Ward 1, 7 & 8 (14/15)	200	R 3 600 000.00
Senqu Ward 4, 5 & 15 Pre-engineering	0	R 150 000.00
Senqu Ward 6, 9 & 10 (14/15)	200	R 3 600 000.00
TOTAL ALLOCATION	630	R 10 590 000.00

Department of Environmental Affairs

PROJECT	Area	COSTS
EC Senqu community Parks	Wards 19 & 14	R 5,520,000

EC Land rehabilitation Phase II	Ward 17 & 12	R 9,000,000
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Department of Tourism

PROJECT	Area	COSTS
Holohlahatsi dam chalets	Ward 17	R 12 000 000
Tenahead Lodge and Mountain Reserve project	Ward 2	R 15 000 000

Department of Education

PROJECT	TARGET GROUP	BUDGET	START DATE	END DATE	STATUS
Introduction of indigenous languages as a third language in schools	Grade 1 learners	Provincial LTSM Educators Classrooms	01 February 2014	Progressive	Pilot started in schools that do not offer some Home Languages. All schools to implement as from January 2015
Post Provisioning Norms	Educators Post Level 3-12	Provincial	Ongoing	Until all additional educators have been placed	All temporary educators (79) in the district who were terminated end of December 2012 now permanent except for nine underqualified and five foreigners.
Realignment and Restructuring of schools	Junior Secondary Schools	No financial implications for now	13 February 2014 MEC for Education Conducted Public Hearings for all stakeholders	2016	DIT has been set up and will start identifying how the program will unfold and implications We shall continue from the Public Hearings. Schools affected are the three Combined Schools and 124 JSS which are all in the Senqu Municipality
Rationalisation of schools	Small Schools : those that are under 100 in learner enrolment	Provincial	Already started from 13 February 2014. Desktop exercise completed but has to be presented to the DIT first	Approximately 2016	The small schools are to be merged where it is convenient to do so immediately. Dependent on a host of prerequisites
Scholar Transport Subsidy	Need for more routes in the whole district and this will unfold	Provincial	Ongoing but many schools with need left out in Senqu Municipality and	Approximately up to 2018 or when all schools have been dealt with (whichever comes	39 small Public Ordinary Schools identified and all 12 Public Schools on Private Property (PSOPP) will be looked

	as the programs unfold		there is need to extend to other Municipality	first)	also but each school will be treated on its merit
Infrastructure Program	Mud Schools	Provincial	All programs to start in the new financial year	2016	According to B5 the schools are set up to be built as from set times
School functionality for quality learning and teaching	GET Schools	Not yet available	January 2014	Onwards	Schools responding well

Department of Safety & Liaison

Municipality	Programme	Date	Area	Budget 000
Senqu		April 2014 – March 215	Nkululeko	48
Senqu		August 2014	Sterkspruit	25
Senqu		Oct 2014	Elliot Cluster	20
Senqu		Oct 2014	Elliot Cluster	20
Senqu		October 2014	Lady Grey	15
All four local municipalities	Service Delivery Evaluation at 15 police stations	April 2014- February 2015	15 police stations	28

Department of Home Affairs

Key Priorities	Activities Planned	Focus Area	Budget
Eradication of Late Registration of birth	• LRB mop-up campaign	• Senqu	R760 000
Issue IDs to 16 year olds and above	• Prioritisation of 16 year olds	• All Areas	Baseline
Mainstreaming Immigration Services	• Workshops on Immigration Services • Profiling foreign owned businesses • Profiling of farms employing foreign nationals • Profiling of businesses in hospitality industry employing foreign nationals	• All areas	R600 000

Department of Sports, Arts & Culture

Department of Local Government & Traditional Affairs (IYA Poverty Alleviation Projects)

Department of Health

Department of Social Development

Draft 2014/15 Projects

SUB-PROGRAM	PROJECT FOCUS	No of projects
2.2 SUBSTANCE ABUSE	Youth In and out of school	01
2.3 Care and support for older persons	Elderly	11
2.5 Services to People with Disabilities	Disabled People	01
2.6 Child Protection Services	Children	31
2.7. Victim Empowerment Programme (Victims of Crime)	Women and Children	06
2.8 HIV/AIDS	Children and adults	01

SUB-PROGRAM	PROJECT FOCUS	VILLAGE	AMOUNT PROJECTED
Khwezi Lokusa Textile	Women Development	Lady Grey	R 521,0000.00
Arefe-Matla Women Co-op	Women Development	Jozana's Hoek	R 250,000.00
Tswelopele Communal Property	Sustainable Livelihoods	Nkopane	R 300,000.00
Qiniselani Self Help	Sustainable Livelihoods	Qhoboshane	R 300,000.00
Lathi-tha Youth Project	Youth Development	Tyinindini	R 250,000.00

Thembelihle Old Age Center	Sterkspruit	Service Centre	Care and Services to Older Persons	120 000
Siyaphambili Service Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	84 000
Morning Star Service Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	84 000
Noncedo Lod Age Home	Sterkspruit	Service Centre	Care and Services to Older Persons	132 000
Masonwabe Service Center	Sterkspruit	Service Centre	Care and Services to Older Persons	60 000
Phuthanang Service Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	84 000

Sempete Lena Service Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	120 000
Masibambisane Service Center	Sterkspruit	Service Centre	Care and Services to Older Persons	72 000
Leratong Service Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	76 800
Luvelwano Service Center	Sterkspruit	Service Centre	Care and Services to Older Persons	72 000
Ekonwabeni Old Age Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	60 000

Sonwabise Old Age Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	52 800
Sinako Old Age Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	60 000
Kuyasa Old Age Centre	Sterkspruit	Service Centre	Care and Services to Older Persons	52 800

Unathi SENAP	Sterkspruit	Spec. Day Care Centre	Services to People with Disabilities	89 760
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Zava Pre-school	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	57 900
Mdlokovana Pre-School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	57 900
Noluya Pre-School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	115 800
Luyolo Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	144 750
Transwilger Pre-School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Bongolethu Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	78 165
Rhodes Pre-School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Sukey Greyvenstein	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Sibabalwe Educare Center	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Sunduza Pre-school	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	112 905
Khanya Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Ilingelihle Pre- school	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	57 900
Thembelihle Pre- School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	112 905
Sinethemba Pre-School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	72 355

Vulindlela Pre-School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	112 905
Sebabatso Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Masibulele Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	107 115
Siyakhula Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	144 750
Nompumelelo Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Tugela Pre - School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	72 375
Ndofela Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	72 375
Noncedo 1Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	81 060
Noluncedo Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	55 005
Sondelani Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	112 905
Noncedo 2 Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	78 165
Sakhakude Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Kabouterland Day Care	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	57 900
Reamohetswe Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	83 955
Funny Bunny Day Care	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	86 850
Lwandiso Pre School	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	57 900
Zamani Pre-school	Sterkspruit	Early Childhood Development Centre	Child Care and Protection Services	57 900
Hughues Bequest Khaya Lokhanyo Cluster	Sterkspruit	Community Based Cluster Foster Home	Child Care and Protection Services	225 000

Lukhanyo Childrens home	Sterkspruit	Child Youth Care Centre	Child Care and Protection Services	536 140
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Macacuma Victim Support Centre	Sterkspruit	Victim Support Centre	Victim Empowerment	250 000
Sterkspruit Victim Support	Sterkspruit	Victim Support Centre	Victim Empowerment	250 000
Hershel White Door Center	Sterkspruit	Victim Support Centre	Victim Empowerment	280 000
Palmietfontein Victim Support Cent	Sterkspruit	Victim Support Centre	Victim Empowerment	280 000
Lady Grey White Door Centre	Sterkspruit	Victim Support Centre	Victim Empowerment	280 000

Department of Economic Development, Environmental Affairs and Tourism (DEDEAT)

Project Name	Description	Number of beneficiaries	Area/Ward	Budget
Senqu Financial Services Co-operative	This is a merger of two existing Financial Services Co-operatives (FSCs) namely Gijima and Ilingeletu Financial Services Co-operatives in Sterkspruit to pilot the concept of co-operative bank for the Eastern Cape Province.	365	Sterkspruit	R3m (based on estimated costs)
EPWP	Ward 11 invasive plant removal			R 1,523,000 M
Mining	Herschel sandstone Mine CC			R 1 M

PROVINCIAL TREASURY

- PT will continue to provide support in the following areas amongst others;
 - Assist municipality with their reporting obligations in terms of the MFMA;
 - Capacity building through relevant training and workshops;
 - Assist municipality to recover debts owed by provincial departments;
 - Improve level of compliance with the MFMA and Treasury regulations by municipality.

CHAPTER EIGHT: FINANCIAL PLAN 2011- 2015

In general usage a financial plan is a budget, in other words a plan for spending and saving future income. This plan allocates future income to various types of expenses, such as salaries, insurances and also reserves some income for short term and long term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future income.

The Vision of the Budget and Treasury office is to ensure the financial management of the resources of Senqu Municipality to ensure sustainable and equitable service delivery to all the residents of the municipality. This is supported by our mission that commits the department to render sound financial management of the assets, liabilities, revenue and expenditure of the municipality on behalf of the community of Senqu Municipality. In order to achieve the above the following focus areas will be maintained and worked towards:

To ensure efficient and effective financial management, the Department of Financial Services performs the following key tasks:

- Revenue Collection/Income Generation Expenditure And Control
- Budgeting
- Accounting And Reporting Information Technology Assets And Stores
- Motor Licensing

CAPITAL & OPERATING BUDGET

The five-year financial plan includes an Operating Budget and Capital Investment Programme for the five years ending June 2017.

a) Budget Assumptions

The Following are some of the key budget assumptions that was taken into consideration prior to the drafting of the budget

External factors

Domestically, after five years of strong growth, during which about two million jobs were created, our economy shrank fast and millions of people lost their jobs. It is expected that recovery from this deterioration will be slow and uneven and that growth for 2013 will be minimal with a slightly better growth in the outer years. Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the Municipality's finances.

General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2012/13 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook and the impact on Municipality's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity; and
- The increase in the cost of remuneration.

Interest rates for borrowing and investment of funds

The municipality will not borrow any funds during the MTREF period. It is expected that interest rates will be adjusted slightly upwards during the MTREF period and it was budget for as such.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term. The rate of revenue collection is currently expressed as a percentage (86 per cent) of annual billings. Cash flow is assumed to be 86 per cent of billings. The performance of any increased collections or arrear collections will however only be considered a source of additional cash in-flow once the performance has been carefully monitored.

Growth or decline in tax base of the municipality

Debtors revenue is assumed to increase at a rate that is influenced by the consumer debtors collection rate, tariff/rate pricing, real growth rate of the Municipality, household formation growth rate and the poor household change rate.

Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing 'households' is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the 'poor household' limits consumption to the level of free basic services.

Salary increases

There is a collective agreement on salary increases in place for the budget year, and the guidance on increases as contained in Circular 58 of National Treasury was used to budget accordingly.

Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDP's, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

ABILITY OF THE MUNICIPALITY TO SPEND

It is estimated that a spending rate of at least 97 per cent is achieved on operating expenditure and 98 per cent on the capital programme for the 2012/13 MTREF of which performance has been factored into the cash flow budget.

Table 46: Capital budget expenditure 2012-2013

	2012 - 2013	2012 - 2013	2012 - 2013	2012 - 2013
	(Actual)	(Budget)	(Variance)	(%)
Total Capital Budget Expenditure Audited	38 223 475	41 057 664	(2 834 189)	-7%

	2012 - 2013	2012 - 2013	2012 - 2013	2012 - 2013
	(Actual)	(Budget)	(Variance)	(%)
Total Capital Budget Expenditure Audited	31 841 232	44 809 065	(12 967 833)	-29%

Table 47: Percentage of salary budget (Cllr remuneration and employee costs) to operational budget

2013 – 2014 Budget - 42.51 %

2012 – 2011 Budget - 36.40 %

Table 48: Percentage repairs and maintenance on total budget

2013 – 2014 Total Budget - 1.5 %

2012 – 2011 Total Budget - 1.32 %

Table 49: Percentage of budgeted income realised for past 2 years per category

2010 – 2011 = 82%

2011 – 2012 = 91%

Table 50: Debtors turnover rate

1.82 times

Table 51: Creditors turnover rate

32 Days

The table below highlights the actual expenditure for 2011 and 2012 to indicate the ability of the municipality to spend.

Table 52: Expenditure 2012 & 2013

**BUDGET
COMPARISONS**

	2013	2013	2013
	R	R	R
	(Actual)	(Budget)	(Variance)

Operational

Revenue by source

Property taxes	4 001 011	4 174 416	(173 405)
Government Grants and Subsidies - Capital	22 106 014	22 091 031	14 983
Government Grants and Subsidies – Operating	107 758 386	125 317 376	(17 558 990)
Public Contributions and Donations	50 000	50 000	-
Fines	50 455	25 000	25 455
Service Charges	23 335 928	24 300 180	(964 252)
Water Services Authority Contribution	9 286 090	9 734 836	(448 746)
Rental of Facilities and Equipment	558 046	267 000	291 046
Interest Earned - external investments	6 790 249	6 400 000	390 249
Interest Earned - outstanding debtors	1 168 564	851 940	316 624
Licences and Permits	1 680 258	990 000	690 258
Agency Services	579 596	410 000	169 596
Other Income	688 992	670 075	18 917
Actuarial Gains	-	-	-

178 053 591 195 281 854 (17 228 263)

**Expenditure by
nature**

Employee Related Costs	(40 775 916)	(45 460 099)	4 684 183
Remuneration of Councillors	(8 386 846)	(8 565 156)	178 310
Debt Impairment	(3 638 197)	(5 264 520)	1 626 323
Depreciation and Amortisation	(11 675 067)	(13 028 700)	1 353 633
Impairment	(116 766)		(116 766)
Repairs and Maintenance	(3 597 561)	(3 101 953)	(495 608)
Actuarial losses	(935 818)	(428 520)	(507 298)

**BUDGET
COMPARISONS**

	2012	2012	2012
	R	R	R
	(Actual)	(Budget)	(Variance)

Operational

Revenue by source

Property taxes	4 197 252	3 427 815	769 437
Government Grants and Subsidies - Capital	41 478 066	18 248 550	23 229 516
Government Grants and Subsidies - Operating	76 493 759	136 180 859	(59 687 100)
Fines	69 300	20 000	49 300
Service Charges	16 655 202	17 576 330	(921 128)
Water Services Authority Contribution	9 286 090	9 286 090	-
Rental of Facilities and Equipment	375 048	211 000	164 048
Interest Earned - external investments	4 915 084	4 800 000	115 084
Interest Earned - outstanding debtors	1 136 907	923 080	213 827
Licences and Permits	950 871	530 000	420 871
Agency Services	462 566	479 000	(16 434)
Other Income	499 824	347 100	152 724
Actuarial Gains	632 639	-	632 639

157 152 609 192 029 824 (34 877 215)

**Expenditure by
nature**

Employee related costs	(34 732 945)	(35 960 287)	1 227 342
Remuneration of Councillors	(7 158 923)	(7 161 105)	2 182
Debt Impairment	(1 332 557)	(3 643 830)	2 311 273
Depreciation and Amortisation	(10 810 725)	(9 412 270)	(1 398 455)
Asset Impairment	-		-
Repairs and Maintenance	(3 015 464)	(7 325 100)	4 309 636
Actuarial losses	(48 981)	-	(48 981)

Finance Charges	(1 717 717)	(1 914 745)	197 028	Finance Charges	(1 570 656)	(702 575)	(868 081)
Bulk Purchases	(15 130 377)	(17 303 100)	2 172 723	Bulk Purchases	(12 494 708)	(13 655 670)	1 160 962
Grants and Subsidies Paid	(731 837)	(734 000)	2 163	Grants and Subsidies Paid	(798 812)	(800 000)	1 188
Other Operating Grant Expenditure	(26 240 396)	(46 678 843)	20 438 447	Other Operating Grant Expenditure	(33 748 293)	(67 668 535)	33 920 242
General Expenses	(18 873 280)	(21 835 480)	2 962 200	General Expenses	(14 765 959)	(16 488 450)	1 722 491
Loss on disposal of PPE/Investment Property	(85 282)	-	(85 282)	Loss on disposal of PPE/Investment Property	(458 428)	-	(458 428)

Net Surplus for the year (After Discontinued Operations)

(131 905 060) (164 315 116) 32 495 337

46 148 530 30 966 738 15 267 074

Net Surplus for the year (Before Discontinued Operations)

(120 936 451) (162 817 822) 42 339 798

36 216 157 29 212 002 7 462 583

Discontinued Operations (Health)

Net Surplus for the year (After Discontinued Operations)

(68 355) - (68 355)

36 147 803 29 212 002 7 394 229

Capital expenditure by vote

2013 2013 20123

R R R

(Actual) (Budget) (Variance)

Executive & Council	101 609	150 000	(48 391)
Planning & Development	39 126	55 870	(16 744)
Corporate Services	464 004	550 000	(85 996)
Housing			-
Public Safety			-
Budget & Treasury	459 688	534 131	(74 444)
Road Transport	31 296 180	33 302 022	(2 005 842)
Water			-
Electricity	1 316 720	1 560 500	(243 780)
Community & Social Services	588 521	615 000	(26 479)
Sport & Recreation	2 837 721	2 918 071	(80 350)
Waste Management	1 119 906	1 372 070	(252 164)
	<u>38 223 475</u>	<u>41 057 664</u>	<u>(2 834 189)</u>

Capital expenditure by vote

2012 2012 2012

R R R

(Actual) (Budget) (Variance)

Executive & Council	1 288 607	1 549 520	(260 913)
Planning & Development	1 071 111	1 265 000	(193 889)
Corporate Services	9 546 448	10 147 680	(601 232)
Housing		-	-
Public Safety	-	-	-
Budget & Treasury	778 594	784 130	(5 536)
Road Transport	16 704 941	22 708 470	(6 003 529)
Waste Water Management	-	3 091 305	(3 091 305)
Water	-	-	-
Electricity	2 228 567	4 355 000	(2 126 433)
Community & Social Services	110 515	103 000	7 515
Sport & Recreation	-	514 960	(514 960)
Waste Management	112 449	290 000	(177 551)
	<u>31 841 232</u>	<u>44 809 065</u>	<u>(12 967 833)</u>

Table 53: Budget 2009-2015

Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<u>Revenue By Source</u>										
Property rates	3 938	4 197	4 001	4 425	4 376	4 376	4 376	4 612	4 888	5 182
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	7 888	12 156	18 003	19 157	19 456	19 456	19 456	19 499	20 669	21 909
Service charges - water revenue	1 758	–	–	2 436	–	–	–	–	–	–
Service charges - sanitation revenue	765	–	–	1 093	–	–	–	–	–	–
Service charges - refuse revenue	1 626	1 749	1 948	2 171	2 171	2 171	2 171	2 223	2 356	2 497
Service charges – other	6 761	–	–	10 319	–	–	–	–	–	–
Rental of facilities and equipment	541	375	558	283	262	262	262	278	295	312
Interest earned - external investments	5 087	4 915	6 790	6 000	7 300	7 300	7 300	7 000	7 420	7 865
Interest earned - outstanding debtors	919	885	882	903	774	774	774	843	894	948
Dividends received	–	–	–	–	–	–	–	–	–	–
Fines	54	69	50	25	60	60	60	60	64	67
Licences and permits	880	814	1 348	840	1 140	1 140	1 140	1 140	1 208	1 281
Agency services	803	600	912	561	1 731	1 731	1 731	1 802	1 910	2 025
Transfers recognised – operating	60 489	103 353	106 224	99 545	116 003	116 003	116 003	106 932	116 861	143 006
Other revenue	361	1 132	2 219	408	1 848	1 848	1 848	371	393	417
Gains on disposal of PPE	409	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)	92 278	130 246	142 935	148 167	155 122	155 122	155 122	144 760	156 958	185 509
<u>Expenditure By Type</u>										
Employee related costs	29 383	26 261	30 716	49 846	47 476	47 476	47 476	57 313	60 751	64 397
Remuneration of councillors	6 807	7 159	8 464	9 056	9 086	9 086	9 086	9 635	10 213	10 826
Debt impairment	2 332	829	2 694	5 580	3 953	3 953	3 953	4 270	4 526	4 797
Depreciation & asset impairment	8 433	10 480	11 792	13 810	14 542	14 542	14 542	15 224	16 138	17 106
Finance charges	681	1 566	1 718	2 319	2 120	2 120	2 120	1 639	541	573
Bulk purchases	10 328	12 495	15 130	20 072	20 072	20 072	20 072	26 677	28 278	29 975
Other materials	–	–	–	–	–	–	–	–	–	–
Contracted services	–	–	–	–	–	–	–	–	–	–

Transfers and grants	397	799	732	333	333	333	333	334	–	–
Other expenditure	33 171	48 441	47 616	43 190	57 807	57 807	57 807	42 373	42 624	42 743
Loss on disposal of PPE	2 414	447	85	–	–	–	–	–	–	–
Total Expenditure	93 946	108 477	118 947	144 207	155 388	155 388	155 388	157 465	163 070	170 417
Surplus/(Deficit)	(1 667)	21 769	23 987	3 959	(266)	(266)	(266)	(12 705)	(6 113)	15 092
Transfers recognised – capital	33 626	14 619	23 641	26 624	39 478	39 478	39 478	30 355	34 070	36 499
Contributions recognised – capital	–	–	–	–	–	–	–	–	–	–
Contributed assets	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	31 958	36 388	47 628	30 583	39 212	39 212	39 212	17 650	27 957	51 591
Taxation	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation	31 958	36 388	47 628	30 583	39 212	39 212	39 212	17 650	27 957	51 591
Attributable to minorities	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality	31 958	36 388	47 628	30 583	39 212	39 212	39 212	17 650	27 957	51 591
Share of surplus/(deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	31 958	36 388	47 628	30 583	39 212	39 212	39 212	17 650	27 957	51 591

Table 54: Capital comparisons 2009-2015

Vote Description		2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<u>Capital expenditure - Vote Multi-year expenditure to be appropriated</u>	2										
Vote 1 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 2 - Planning & Development		–	–	–	–	–	–	–	–	–	–
Vote 3 - Corporate Services		–	–	–	2 000	2 000	2 000	2 000	4 000	–	–
Vote 4 - Budget & Treasury		–	–	–	–	–	–	–	–	–	–
Vote 5 - Road Transport		–	–	–	–	–	–	–	18 554	12 038	8 189
Vote 6 - Waste Water Management		–	–	–	–	–	–	–	–	–	–
Vote 7 – Housing		–	–	–	–	–	–	–	–	–	–
Vote 8 – Health		–	–	–	–	–	–	–	–	–	–
Vote 9 - Community & Social Services		–	–	–	–	–	–	–	–	–	–
Vote 10 - Sport & Recreation		–	–	–	–	–	–	–	4 793	5 379	11 910

Vote 11 - Public Safety		-	-	-	-	-	-	-	-	-	-
Vote 12 – Electricity		-	-	-	-	-	-	-	1 508	4 202	2 800
Vote 13 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 14 – Water		-	-	-	-	-	-	-	-	-	-
Vote 15 – Other		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	2 000	2 000	2 000	2 000	28 855	21 620	22 899
<u>Single-year expenditure to be appropriated</u>	2										
Vote 1 - Executive & Council		656	1 289	102	1 000	822	822	822	1 625	-	-
Vote 2 - Planning & Development		1 886	1 071	39	350	10 084	10 084	10 084	100	-	-
Vote 3 - Corporate Services		8 193	9 546	6 011	900	210	210	210	400	-	-
Vote 4 - Budget & Treasury		551	615	460	500	500	500	500	500	-	-
Vote 5 - Road Transport		32 056	16 705	27 716	27 905	31 580	31 580	31 580	7 160	14 975	14 860
Vote 6 - Waste Water Management		-	-	-	-	-	-	-	-	-	-
Vote 7 – Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 – Health		-	-	-	-	-	-	-	-	-	-
Vote 9 - Community & Social Services		99	111	89	3 150	3 633	3 633	3 633	7 850	7 560	10 660
Vote 10 - Sport & Recreation		25	-	2 374	3 994	7 294	7 294	7 294	-	-	-
Vote 11 - Public Safety		-	-	-	500	500	500	500	1 100	-	-
Vote 12 – Electricity		458	229	317	805	965	965	965	3 920	2 220	5 200
Vote 13 - Waste Management		17	112	117	4 050	2 140	2 140	2 140	4 970	350	400
Vote 14 – Water		-	-	-	-	-	-	-	-	-	-
Vote 15 – Other		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		43 941	31 677	38 223	43 154	57 727	57 727	57 727	27 625	25 105	31 120
Total Capital Expenditure – Vote		43 941	31 677	38 223	45 154	59 727	59 727	59 727	56 480	46 725	54 019
<u>Capital Expenditure - Standard Governance and administration</u>		9 400	11 450	6 572	4 400	3 532	3 532	3 532	6 525	-	-
Executive and council		656	1 289	102	1 000	822	822	822	1 625	-	-
Budget and treasury office		551	615	460	500	500	500	500	500	-	-
Corporate services		8 193	9 546	6 011	2 900	2 210	2 210	2 210	4 400	-	-
Community and public safety		124	111	2 462	7 644	11 427	11 427	11 427	13 743	12 939	22 570
Community and social services		99	111	89	3 150	3 633	3 633	3 633	7 850	7 560	10 660
Sport and recreation		25	-	2 374	3 994	7 294	7 294	7 294	4 793	5 379	11 910
Public safety		-	-	-	500	500	500	500	1 100	-	-

Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		33 942	17 776	27 755	28 255	41 664	41 664	41 664	25 814	27 013	23 049
Planning and development		1 886	1 071	39	350	10 084	10 084	10 084	100	–	–
Road transport		32 056	16 705	27 716	27 905	31 580	31 580	31 580	25 714	27 013	23 049
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		475	2 341	1 434	4 855	3 105	3 105	3 105	10 398	6 772	8 400
Electricity		458	2 229	1 317	805	965	965	965	5 428	6 422	8 000
Water		–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management		17	112	117	4 050	2 140	2 140	2 140	4 970	350	400
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure – Standard	3	43 941	31 677	38 223	45 154	59 727	59 727	59 727	56 480	46 725	54 019
Funded by:											
National Government		20 730	14 514	23 641	26 624	39 478	39 478	39 478	30 355	34 070	36 499
Provincial Government		12 896	105	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Other transfers and grants		–	–	–	–	–	–	–	–	–	–
Transfers recognised – capital	4	33 626	14 619	23 641	26 624	39 478	39 478	39 478	30 355	34 070	36 499
Public contributions & donations	5	–	–	–	–	–	–	–	–	–	–
Borrowing	6	8 337	16 481	–	–	–	–	–	–	–	–
Internally generated funds		1 978	577	14 583	18 530	20 249	20 249	20 249	26 125	12 655	17 520
Total Capital Funding	7	43 941	31 677	38 223	45 154	59 727	59 727	59 727	56 480	46 725	54 019

OPERATING BUDGET

Table F1 details the Operating Budget for the five years starting 1 July 2012 and ending 30 June 2017

Table 55: Operating Budget

Description	2010/11	2011/12	2012/13	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source								
Property rates	4 197	4 001	4 312	4 612	4 298	4 521	4 755	5 000
Service charges - electricity revenue	12 156	18 003	22 763	19 499	19 658	20 892	22 385	23 984
Service charges - sanitation revenue	-	-	-	-	-	-	-	-
Service charges - refuse revenue	1 749	1 948	2 504	2 223	2 223	2 271	2 315	2 354
Rental of facilities and equipment	375	570	424	278	278	295	312	331
Interest earned - external investments	4 915	6 790	7 476	7 000	7 000	6 000	5 000	4 500
Interest earned - outstanding debtors	885	882	1 092	843	843	898	957	1 020
Fines	69	50	65	60	60	64	67	71
Licences and permits	951	1 680	1 750	1 140	1 140	1 208	1 281	1 358
Agency services	483	580	1 619	1 802	2 102	2 228	2 362	2 504
Transfers recognised - operational	76 494	107 758	103 398	106 932	109 077	119 988	142 330	142 894
Other revenue	2 356	747	5 844	371	365	387	410	434
Total Revenue (excluding capital transfers)	104 610	143 010	151 248	144 760	147 043	158 751	182 174	184 250
Expenditure By Type								
Employee related costs	26 261	30 793	40 018	57 313	49 405	55 967	60 439	65 270
Remuneration of councillors	7 159	8 387	8 858	9 635	9 843	10 630	11 481	12 399
Debt impairment	829	2 694	5 093	4 270	4 270	4 569	4 980	5 379
Depreciation & asset impairment	10 480	11 579	13 437	15 224	15 550	17 105	18 815	20 895
Finance charges	1 566	1 259	1 147	1 639	1 639	1 639	1 628	1 614
Bulk purchases	12 495	15 130	19 167	26 677	26 677	28 545	31 116	33 606
Transfers and grants	799	732	333	334	334	150	150	150
Other expenditure	49 664	47 172	39 739	42 373	48 306	70 975	67 623	66 323
Loss on disposal of PPE	447	85	993	-	-	-	-	-
Total Expenditure	109 700	117 831	128 785	157 465	156 024	189 580	196 232	205 435
Surplus/(Deficit)	(5 090)	25 179	22 463	(12 705)	(8 981)	(30 829)	(14 058)	(21 184)
Transfers recognised - capital	41 478	22 106	20 143	30 355	42 089	44 614	47 291	50 129
Surplus/(Deficit) for the year	36 388	47 285	42 606	17 650	33 108	13 786	33 233	28 945

Description	2010/11	2011/12	2012/13	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source								
Property rates	4 197	4 001	4 312	4 612	4 298	4 521	4 755	5 000
Service charges - electricity revenue	12 156	18 003	22 763	19 499	19 658	20 892	22 385	23 984
Service charges - sanitation revenue	-	-	-	-	-	-	-	-
Service charges - refuse revenue	1 749	1 948	2 504	2 223	2 223	2 271	2 315	2 354
Rental of facilities and equipment	375	570	424	278	278	295	312	331
Interest earned - external investments	4 915	6 790	7 476	7 000	7 000	6 000	5 000	4 500
Interest earned - outstanding debtors	885	882	1 092	843	843	898	957	1 020
Fines	69	50	65	60	60	64	67	71
Licences and permits	951	1 680	1 750	1 140	1 140	1 208	1 281	1 358
Agency services	463	580	1 619	1 802	2 102	2 228	2 362	2 504
Transfers recognised - operational	76 494	107 758	103 398	106 932	109 077	119 988	142 330	142 894
Other revenue	2 356	747	5 844	371	365	387	410	434
Total Revenue (excluding capital transfers)	104 610	143 010	151 248	144 760	147 043	158 751	182 174	184 250
Expenditure By Type								
Employee related costs	26 261	30 793	40 018	57 313	49 405	55 967	60 439	65 270
Remuneration of councillors	7 159	8 387	8 858	9 635	9 843	10 630	11 481	12 399
Debt impairment	829	2 694	5 093	4 270	4 270	4 569	4 980	5 379
Depreciation & asset impairment	10 480	11 579	13 437	15 224	15 550	17 105	18 815	20 695
Finance charges	1 566	1 259	1 147	1 639	1 639	1 639	1 628	1 614
Bulk purchases	12 485	15 130	19 167	26 677	26 677	28 545	31 116	33 606
Transfers and grants	799	732	333	334	334	150	150	150
Other expenditure	49 664	47 172	39 739	42 373	48 306	70 975	67 623	66 323
Loss on disposal of PPE	447	85	993	-	-	-	-	-
Total Expenditure	109 700	117 831	128 785	157 465	156 024	189 580	196 232	205 435
Surplus/(Deficit)	(5 090)	25 179	22 463	(12 705)	(8 981)	(30 829)	(14 058)	(21 184)
Transfers recognised - capital	41 478	22 106	20 143	30 355	42 089	44 614	47 291	50 129
Surplus/(Deficit) for the year	36 388	47 285	42 606	17 650	33 108	13 786	33 233	28 945

CAPITAL BUDGET & BORROWING

Table 56 details the estimated Capital Investment Programme for the five years starting 1 July 2012 and ending 30 June 2017. The Capital Investment Programme remains subject to the availability of funding.

Table 56: Capital Investment Programme

Vote Description	2010/11	2011/12	2012/13	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Capital expenditure - Vote</u>								
<u>Multi-year expenditure to be appropriated</u>								
Vote 3 - Corporate Services	-	-	-	4 000	-	-	-	-
Vote 5 - Road Transport	-	-	-	18 554	9 720	13 163	19 362	20 975
Vote 9 - Community & Social Services	-	-	-	-	-	5 200	9 210	1 240
Vote 10 - Sport & Recreation	-	-	-	4 793	4 366	-	-	-
Vote 12 - Electricity	-	-	-	1 508	-	-	-	-
Vote 13 - Waste Management	-	-	-	-	-	4 552	4 682	-
Capital multi-year expenditure sub-total	-	-	-	28 855	14 086	22 915	33 254	22 215
<u>Single-year expenditure to be appropriated</u>								
Vote 1 - Executive & Council	9 400	137	714	1 625	825	1 770	70	-
Vote 2 - Planning & Development	-	851	7 319	100	270	1 190	-	-
Vote 3 - Corporate Services	82	570	2 191	400	9 700	6 950	1 500	-
Vote 4 - Budget & Treasury	4 730	371	330	500	500	800	750	400
Vote 5 - Road Transport	2 287	18 582	18 947	7 160	28 074	3 653	12 617	11 020
Vote 6 - Waste Water Management	14 030	12 488	-	-	-	-	-	-
Vote 7 - Housing	-	-	-	-	-	490	1 095	1 180
Vote 9 - Community & Social Services	-	714	2 868	7 850	6 255	3 070	3 260	3 621
Vote 10 - Sport & Recreation	-	2 838	2 781	-	1 000	8 618	2 325	5 875
Vote 11 - Public Safety	-	-	-	1 100	1 600	100	250	250
Vote 12 - Electricity	1 149	1 279	775	3 920	3 750	5 130	14 938	3 880
Vote 13 - Waste Management	-	1 120	1 741	4 970	4 430	1 320	680	2 860
Capital single-year expenditure sub-total	31 677	38 960	37 665	27 625	56 404	33 291	37 485	29 066
Total Capital Expenditure - Vote	31 677	38 960	37 665	56 480	70 490	56 206	70 739	51 281

d) Debt Management Framework

Table below details the Debt Management Framework. Loans will only be raised to fund the Capital Investment Programme.

Table: Debt Management Framework

Description	2010/11	2011/12	2012/13	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CASH FLOW FROM OPERATING ACTIVITIES								
Receipts								
Ratepayers and other	46 976	29 570	35 066	28 531	26 148	30 775	32 668	34 696
Government - operating	129 267	101 456	102 171	106 932	109 077	119 988	142 330	142 694
Government - capital	–	22 106	32 219	30 355	42 089	44 614	47 291	50 129
Interest	4 915	6 790	7 476	7 843	7 548	6 898	5 957	5 520
Payments								
Suppliers and employees	(106 146)	(109 123)	(109 280)	(137 130)	(160 489)	(170 032)	(174 941)	(182 229)
Finance charges	(1 566)	(1 259)	(1 147)	(1 639)	(1 639)	(1 639)	(1 628)	(1 614)
Transfers and Grants	(799)	(732)	(333)	(334)	(334)	(150)	(150)	(150)
NET CASH FROM/(USED) OPERATING ACTIVITIES	72 647	48 808	66 173	34 559	22 401	30 454	51 528	49 046
CASH FLOWS FROM INVESTING ACTIVITIES								
Receipts								
Proceeds on disposal of PPE	764	213	236	–	–	–	–	–
Decrease (Increase) in non-current debtors	–	14	–	–	–	–	–	–
Payments								
Capital assets	(31 677)	(39 029)	(37 665)	(56 480)	(70 490)	(56 206)	(70 739)	(51 281)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(30 913)	(38 802)	(37 429)	(56 480)	(70 490)	(56 206)	(70 739)	(51 281)
CASH FLOWS FROM FINANCING ACTIVITIES								
Receipts								
Borrowing long term/refinancing	8 473	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	(21)	191	417	43	75	82	88	96
Payments								
Repayment of borrowing	(329)	(728)	(805)	(899)	(791)	(827)	(893)	(965)
NET CASH FROM/(USED) FINANCING ACTIVITIES	8 123	(537)	(388)	(856)	(716)	(745)	(805)	(869)
NET INCREASE/ (DECREASE) IN CASH HELD	49 858	9 469	28 356	(22 777)	(48 805)	(26 498)	(20 016)	(3 104)
Cash/cash equivalents at the year begin:	66 272	116 147	125 897	101 623	154 253	105 448	78 950	58 934
Cash/cash equivalents at the year end:	116 147	125 897	154 253	78 846	105 448	78 950	58 934	55 830

GRANTS RECEIVABLE

Table below details the Grants receivable in the 2013/2014 financial year and two outer budget years

Table 57: Grants Receivable

LOCAL GOVERNMENT MTEF ALLOCATIONS: 2013/14 - 2015/16

	2013/14 R thousands	2014/15 R thousands	2015/16 R thousands
B EC142 Senqu			

DIRECT TRANSFERS FROM NATIONAL DEPARTMENTS

Local Government Equitable Share	98 133	111 140	136 991
General Fuel Levy Sharing with Metropolitan Municipalities			
Conditional Grants from National Departments	41 553	38 397	41 037
<i>of which</i>			
<u>Infrastructure Grants</u>	36 953	35 863	38 420
Cooperative Governance	31 953	35 863	38 420
Municipal Infrastructure Grant (Schedule 6)	31 953	35 863	38 420
National Treasury	5 000	-	-
Neighbourhood Development Partnership Grant (Schedule 6)	5 000		
<u>Recurrent Grants (Schedule 6)</u>	2 440	2 534	2 617
Cooperative Governance	890	934	967
Municipal Systems Improvement Grant	890	934	967
National Treasury	1 550	1 600	1 650
Local Government Financial Management Grant	1 550	1 600	1 650
<u>Incentive Grants (Schedule 8)</u>	2 160	-	-
Public Works	2 160	-	-
EPWP Incentive Grant for Municipalities	2160		
TOTAL: DIRECT TRANSFERS FROM NATIONAL DEPARTMENTS	139 686	149 537	178 028

B EC142 Senqu	2012/13 R thousands	2013/14 R thousands	2014/15 R thousands
<u>TRANSFERS FROM PROVINCIAL DEPARTMENTS</u>			
Municipal Allocations from Provincial Departments	1 345	1 200	1 200
<i>of which</i>			
Local Government and Traditional Affairs	145	-	-
Capacity Building	145	-	-
Sports, Recreation, Arts and Culture	1 200	1 200	1 200

Libraries Subsidies	1 200	1 200	1 200
SUB-TOTAL: TRANSFERS FROM PROVINCIAL DEPARTMENTS	1 345	1 200	1 200
TOTAL: TRANSFERS FROM NATIONAL AND PROVINCIAL DEPARTMENTS	139 687	149 538	178 029
INDIRECT TRANSFERS FROM NATIONAL DEPARTMENTS			
Allocations-In-Kind to Municipalities (Schedule 7)	36 705	41 000	44 000
<i>of which</i>			
Energy	35 705	40 000	43 000
Integrated National Electrification Programme (Eskom) Grant	35 705	40 000	43 000
Electricity Demand Side Management (Eskom) Grant			
Human Settlements	-	-	-
Rural Households Infrastructure Grant	-	-	-
National Treasury	1 000	1 000	1 000
Neighbourhood Development Partnership Grant	1 000	1 000	1 000
TOTAL: INDIRECT TRANSFERS FROM NATIONAL DEPARTMENTS	36 705	41 000	44 000
	176 391	190 537	222 028

Table 58: Grants expenditure

Unaudited
SENQU MUNICIPALITY
DISCLOSURES OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF MFMA, 56 OF 2003

Grant Description	Balance 1 JULY 2011	Contributions during the year	Interest on Investments	Operating Expenditure during the year	Capital Expenditure during the year	Balance 30 JUNE 2012
				Transferred to Revenue	Transferred to Revenue	

**CONDITIONAL GOVERNMENT
GRANTS AND RECEIPTS**

	R	R	R	R	R	R
<u>National Government Grants</u>						
-						
-						
Equitable Share	-	79 190 000	-	79 190 000	-	-
Municipal Finance Management	(54 422)	1 450 000	-	1 395 578	-	-
Municipal Infrastructure Grant	(267 146)	23 102 000	-	1 155 100	22 021 883	(342 129)
Municipal Systems Improvement	-	790 000	-	790 000	-	-
NDPG (Neighbourhood Development Partnership Grant)	7 196 397	2 900 000	-	1 931 571	-	8 164 825
EPWP (Expanded Public Works Program)	-	1 625 000	-	1 625 000	-	-
Total National Government Grants	6 874 828	109 057 000	-	86 087 249	22 021 883	7 822 696

Provincial Government Grants

-						
-						
Peach & Vegetable Processing	8 302	-	-	8 302	-	-
Holo Hlahatsi Agricultural Project	104 517	-	-	620	-	103 897
Co-op's Development	2 993	-	-	2 993	-	-
Prov Gov - Housing (Lady Grey)	1 618 897			1 618 897		-
Prov Gov - Housing (Hillside)	1 280 832	5 762 799	-	6 213 391		830 240
Implementation Ownership	98 276	-	-	45 060	-	53 216
Rossouw Agricultural Project	92 811	-	-	43 230	-	49 582
Herschel People's Housing	7 094 314	-	318 187	-	-	7 412 501
Internet/Communication Systems	84 131	-	-	-	131 84	-
Plastic Products	206 080	-	-	115 913	-	90 167
Provincial Roads (Musong Road)	5 394 538	6 753 994	-	12 085 399	-	63 134
Greenest Municipality	-	300 000	-	-	-	300 000
Second Economy Regeneration (LED)	100 489	106 591	-	97 218	-	109 862
Clean Audit		95	-			

	-	000		-	-	95 000
Total Provincial Government Grants	16 086 181	13 018 384	318 187	20 231 023	84 131	9 107 599
-						
<u>District Municipality Grants</u>						
Commonage Management Plan	58 056	-	-	12 000	-	46 056
Municipal Support Programme	61 858	-	-	61 858	-	-
Joe Gqabi DM - District Call Centre	87 383	-	-	87 383	-	-
Libraries	-	1 278 873	-	1 278 873	-	-
Total District Municipality Grants	207 297	1 278 873	-	1 440 115	-	46 056
Total	23 168 306	123 354 257	318 187	107 758 386	22 106 014	16 976 351

Unaudited

SENQU MUNICIPALITY

DISCLOSURES OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF MFMA, 56 OF 2003

Grant Description	Balance	Transfers	Restated	Transfers	Contributions	Interest	Other	Operating	Capital	Balance
	1 JULY 2010		balance		during	on	In come	Expenditure	Expenditure	30 JUNE 2011
			01-Jul- 09		the year	Investments		during the year	during the year	
								Transferred	Transferred	
								to Revenue	to Revenue	

**CONDITIONAL
GOVERNMENT
GRANTS AND
RECEIPTS**

R R R R R R R R R R

**National
Government
Grants**

-

-

Equitable Share

				66 492 733			66 492 733		
				1 200 000					(54 422)
Municipal Finance Management	433 836	-	433 836	-	-		1 688 259	-	
Municipal Infrastructure Grant	(1 821)	-	(1 821)	-	-		15 474 325	-	(267 146)
Municipal Systems Improvement	(36 320)	-	(36 320)	-	-		713 680	-	-
NDPG (Neighbourhood Development Partnership Grant)	-	-	-	-	-		3 803 603	-	7 196 397
EPWP (Expanded Public Works Program)	-	-	-	-	-		1 088 000	-	-
Total National Government Grants	395 695	-	395 695	-	95 739 733	-	89 260 600	-	6 874 828

<u>Provincial Government Grants</u>										
-										
-										
Performance Agreements	-	-	-	-	-	-	-	-	-	-
Peach & Vegetable Processing	8 302	-	8 302	-	-	-	-	-	-	8 302
Holo Hlahatsi Agricultural Project	104 517	-	104 517	-	-	-	-	-	-	104 517
Surveying / Land Audit	-	-	-	-	-	-	-	-	-	-
Heritage Management	229 912	-	229 912	229 912	-	-	-	-	-	-
Co-op's Development	2 993	-	2 993	-	-	-	-	-	-	2 993
Prov Gov - Housing (Lady Grey)	1 984 417	-	1 984 417	-	-	-	365 520.11	-	-	1 618 897
Prov Gov - Housing (Hillside)	446 773	-	446 773	-	10 440 679	-	9 606 620.39	-	-	1 280 832
Implementation Ownership	233 546	-	233 546	-	-	-	135 270	-	-	98 276
Traffic Test Station (Sterkspruit)	104 879	-	104 879	-	-	-	-	104 879	-	-
Rossouw Agricultural Project	92 811	-	92 811	-	-	-	-	-	-	92 811
Herschel People's Housing	6 774 561	-	6 774 561	-	-	319 752	-	-	-	7 094 314
Internet/Communication Systems	84 131	-	84 131	-	-	-	-	-	-	84 131
Plastic Products	1 410 047	-	1 410 047	-	-	-	241 367	962 600	-	206 080
Provincial Roads (Musong Road)	-	-	-	-	20 985	-	15 591 452	-	-	5 394 538

					990					
IEC Elections	-	-	-	-	750 000	-		750 000	-	-
Greenest Municipality	-	-	-	-	200 000	-		200 000	-	-
Small Town	-	-	-	-	100 489	-		-	-	100 489
Total Provincial Government Grants	11 476 889	-	11 476 889	229 912	32 477 158	319 752	-	26 890 229	1 067 479	16 086 181
-										
<u>District Municipality Grants</u>										
Commonage Management Plan	59 781	-	59 781	-	-	-		1 725	-	58 056
Municipal Support Programme	83 650	-	83 650	-	-	-		21 792	-	61 858
Tourism	-	-	-	-	20 000	-		20 000	-	-
Joe Gqabi DM - District Call Centre	87 383	-	87 383	-	-	-		-	-	87 383
IDP	-	-	-	-	50 000	-		50 000	-	-
Libraries	-	-	-	-	660 000	-		660 000	-	-
Total District Municipality Grants	230 815	-	230 815		730 000	-	-	753 517	-	207 297

[illegible]

FINANCIAL STRATEGY

Senqu Municipality's three (3) key economic sectors are Agriculture, Services and the Tourism sectors, with the latter (Tourism), having the potential to grow. Data from the 2007 Community Survey indicates that the average unemployment rate of the Senqu Municipal area is 16%. This number only includes people that are actively searching for work. The percentage of people who are unemployed but not looking for work is 65%, compared to 54% for the district and 48% for the province

a) REVENUE RAISING STRATEGY

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The Municipality derives most of its operational revenue from the provision of goods and services such as electricity and solid waste removal, property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc).

The revenue strategy is a function of key components such as:

- Growth in the Municipality and economic development;
- Revenue management and enhancement;
- Achievement of a 86 per cent annual collection rate for consumer revenue;
- National Treasury guidelines; Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;

- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA)
- And the ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.

Investment revenue contributes significantly to the revenue base of the Municipality. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. The actual performance against budget will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget.

The tables below provide detail investment information and investment particulars by maturity.

Table 59: Detail Investment Information

Investment type	Ref	2008/9	2009/10	2010/11	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand									
Parent municipality									
Deposits - Bank		67 095	65 867	113 870	43 983	95 388	95 279	98 785	108 067
Total:		67 095	65 867	113 870	43 983	95 388	95 279	98 785	108 067

Table 60 – Investment particulars by maturity

Investments by Maturity	Period of Investment	Type of Investment	Monetary value	Interest to be realised
Name of institution & investment ID	Yrs/Months		Rand thousand	
Parent municipality				
Standard Bank 38 848 973 1 - 005	32 day	32 day	42 694	2 202
Standard Bank 38 848 606 6 - 001	Call Deposit	Call Deposit	5 137	265
Standard Bank 38 848 916 2 - 002	Call Deposit	Call Deposit	47 449	2 448
TOTAL INVESTMENTS AND INTEREST			95 279	4 915

b) ASSET MANAGEMENT STRATEGY

Ultimately the objectives of Senqu Local Municipality regarding Asset Management are to ensure that the assets of the Municipality are properly managed and accounted. The Municipality has developed a comprehensive asset and insurance policy that fully complies with the GRAP standards and regulations placed upon the municipality by the National Treasury. The policy has been implemented and some of the key aspects included in the policy are as follows

- Ensuring the accurate recording of asset information
- The accurate recording of asset movements
- Exercising strict physical control over all assets (Security, safekeeping, housekeeping)
- Providing correct and meaningful management information in conjunction with other disciplines and functions which, inter alia, includes Insurance
- Compliance with Council's Insurance and Payments Procedure
- Effecting adequate insurance of all assets
- Maintenance of Council's Assets

By clearly clarifying roles and responsibilities within the asset management policy the municipality has ensured that clear reporting lines exists to ensure that proper account can be given regarding the use/misuse of all municipal assets.

Senqu Local Municipality ensures that proper provision is made within the asset management policy for the maintenance of assets through comprehensive maintenance plans. Every head of department shall ensure that a maintenance plan in respect of every new infrastructure asset with a value of R100 000 (one hundred thousand rand) or more is promptly prepared and submitted to the Municipal Manager / Chief Financial Officer of the municipality for approval.

If so directed by the Municipal Manager, the maintenance plan shall be submitted to the council prior to any approval being granted for the acquisition or construction of the infrastructure asset concerned. The head of department controlling or using the infrastructure asset in question, shall annually report to the council, not later than in July, of the extent to which the relevant maintenance plan has been complied with, and of the likely effect which any non-compliance may have on the useful operating life of the asset concerned.

ASSET REGISTER

The Municipality has compiled a Fully GRAP Compliant Asset register that were tested by during the 2011 - 2012 Audit were no findings pertaining to the Register were raised by the AG.

Senqu municipality has implemented a system of internal control consistent with the transcripts of the Municipal Asset Management and Insurance policy to ensure that all assets are accounted for and the useful lives of the assets are reassessed on an annual basis.

Strict Control is also kept on the safeguarding of assets to ensure that service delivery is not disrupted in any way or form.

c) CAPITAL FINANCING STRATEGY

Capital Projects are mainly funded from the Municipal Infrastructure Grant but the Municipality maintains efficient and effective revenue collection systems and effective cash flow management systems and is thus in a able position to fund shortfalls from grant funding. Through the above practices, Senqu Municipality is also able to fund capital expenditure not covered in the MIG as an example vehicles and office equipment.

FINANCIAL MANAGEMENT POLICIES (See Annexure 1)

a) General Financial Philosophy

The financial policies of Senqu Local Municipality has been drafted to provide a sound control environment thus ensuring adherence to all applicable laws regulations and to comply with best practices thereby providing a secure and fraud free management of financial services. The Budget and Finance Office has the following objectives:

- To Fully Implement the MFMA and all its underlying reforms
- Implementation of the Legislature relevant to municipal finances and the municipality as a whole
- Effective Management of the Budget Process
- Providing strategic and specialised financial information and guidance through the Budget and Treasury Office in support of all other departments within the municipality
- Efficient and Effective Management of Municipal Revenue
- Establishment of a Supply Chain Management Unit and the full implementation of the municipal supply chain policy
- Establishment of a FBS/Indigent Support Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To Retain the Financial Viability of the Municipality
- To have an Unqualified Audit Report

b) Budget and Integrated Development Policy

This policy sets out the budgeting principles, which Senqu Municipality will follow in preparing each annual budget, as well as the Integrated Development Planning process through which the municipality will prepare a strategic integrated development plan, for each five-year period. This policy is not reviewed annually

c) Tariff Policy

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements.

The tariffs policy has been compiled taking into account, where applicable, the guidelines set out in Section 74 (see part 9 of this policy) of the Municipal Systems Act No. 32 of 2000. In setting its annual tariffs the

council shall at all times take due cognisance of the tariffs applicable elsewhere in the economic region, and of the impact which its own tariffs may have on local economic development.

All tariffs are indicated in a tariff schedule, which is an addendum to the policy and is reviewed and amended by Council annually.

d) Rates Policy

The local Government: Municipal Property Rates Act, No 6 of 2004, requires that the municipality develop and adopt a rates policy in consistent with the Act on the levying of rates on rate able property in the municipality. The rates policy of the municipality to which residents / communities will annually be invited to make suggestions / recommendations during its budget process will be based on public submissions, which can include oral presentations and bilateral meetings in order to obtain clarity on the submitted comments as well as further motivations thereof. The municipal council will not take the final decision before such a consultative processes has been concluded.

In developing and adopting this Rates Policy, the Council has sought to give effect to the sentiments expressed in the preamble of the Property Rates Act, namely that:

The Constitution enjoins local government to be developmental in nature, in addressing the service delivery properties of our country and promoting the economic and financial viability of our municipalities. There is a need to provide local government with access to a sufficient and buoyant source of revenue necessary to fulfil its developmental responsibilities. Revenues derived from property rates represent a critical source of income for municipalities to achieve their constitutional objectives, especially in areas neglected in the past because of discriminatory legislation and practices and it is essential that municipalities exercise their powers to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the nation and which take account of historical imbalances and the burden of rates on the poor.

The municipality needs a reliable source of revenue to provide basic services and perform its functions. Property Rates are the most important source of general revenue for the municipality. Revenue from property rates is used to fund services that benefit the community as a whole as opposed to individual households; these includes installing and maintaining streets, roads, sidewalks, lighting and cemeteries. Property Rates revenue is also used to fund municipal administration and costs of governance, which

facilitate community participation on issues of Integrated Development Plans and municipal budgets. Property Rates revenue would under circumstances be used to fund any function of the municipality.

Municipal Property Rates are set, collected and used locally. Revenue from property rates is spent within the municipality, where the citizens and voters have a choice on how the revenue is spent as part of the Integrated Development Plan and budget processes, which the municipality will annually invites the community to input prior the council's adoption of the budget. The following principles will ensure that the municipality treats persons liable for rates equitable:

Equity – the municipality will treat ratepayers with similar properties the same;

Affordability – the ability of a person to pay rates will be taken into account by the municipality. In dealing with the poor / indigent ratepayers the municipality will provide relief measures through exemptions, reductions or rebates.

In applying its Valuations and Rates Policy, the Council adheres to all the requirements, as set out below, of the Property Rates Act no. 6 of 2004 including any regulations promulgated in terms of that Act.

e) Free Basic Services and Indigent Support Policy

The principles of the Free Basic Services and Indigent Support Policy is as follows:

- Ensure that the Equitable Share received annually will be utilised for the benefit of the poor only and not to subsidise rates and service charges of those who can afford to pay;
- To link this policy with the municipality's *IDP (Integrated Development Plan)*, *LED (Local Economic Development)* initiatives and poverty alleviation programmes;
- To promote an integrated approach to free basic service delivery; and
- To engage the community in the development and implementation of this policy.

Policy Objectives

In support of the above principles the objective of this policy will be to ensure the following:

- The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council;

- The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidisation;
- Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy;
- The provision of procedures and guidelines for the subsidisation of basic charges and the provision of free basic energy to indigent households; and
- Co-operative governance with other spheres of government.

f) Credit Control & Debt Collection Policy

The purpose is to ensure that credit control forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case.

Principles underlined in the policy is as follows

- The administrative integrity of the municipality must be maintained at all costs. The democratically elected councillors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- All customers must complete an official application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager.
- A copy of the application form including conditions of services must be handed to every new customer on date of application for services. A copy of the council's Credit Control and Debt Collection policy would on request is made available to any customer.
- Billing is to be accurate, timeous and understandable.
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Enforcement of payment must be prompt, consistent and effective.
- Unauthorised consumption, connection and reconnection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecutions.
- Incentives and disincentives may be used in collection procedures.
- Results will be regularly and efficiently reported by the Municipal Manager and the Mayor.
- Application forms will be used to, inter alia, categorise customers according to credit risk and to determine relevant levels of services and deposits required.

- Targets for performance in both customer service and debt collection will be set and pursued and remedies implemented for non-performance.
- Debtors may be referred to third party debt collection agencies and may be placed on the National Credit Rating list.

g) Supply Chain Management Policy

The objective of this policy is to provide a policy framework within which the municipal manager and chief financial officer can institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive, which ensures best value for money for the municipality, applies the highest possible ethical standards, and promotes local economic development.

All officials and other role players in the supply chain management system of the municipality must implement this Policy in a way that –

- gives effect to – section 217 of the Constitution; and Part 1 of Chapter 11 and other applicable provisions of the Act;
- is fair, equitable, transparent, competitive and cost effective;
- complies with – the Regulations; and
- any minimum norms and standards that may be prescribed in terms of section 168 of the Act; is consistent with other applicable legislation and guidelines, being:
- does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
- is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Banks Act, 1990, Act No.94 of 1990
The Constitution of the Republic of South Africa, 1996, Act No 108 of 1996
Public Finance Management Act, 1999, Act No 1 of 1999
Preferential Procurement Policy Framework Act, 2000, Act No 5 of 2000
Local Government: Municipal Systems Act, 2000, Act No 32 of 2000
Construction Industry Development Board Act, 2000, Act 38 of 2000
Preferential Procurement Regulations, 2001, Pertaining to the Preferential Procurement Framework Act – Notice 22549 of 10 August 2001 – Gazette No 7134
Broad-Based Black Economic Empowerment Act, 2003, Act No 53 of 2003

Municipal Finance Management Act, 2003, Act No 56 of 2003
National Treasury: MFMA Circular No. 2 – Supply Chain Management – 20 July 2004
Prevention and Combating of Corruption Activities Act, Act No 12 of 2004.
Local Government: Municipal Finance Management Act, 2003 – Municipal Supply Chain Management Regulations – Notice 868 of 2005
National Treasury: MFMA Circular No. 22 – Model Supply Chain Management Policy – 25 August 2005
Code of Conduct for Supply Chain Management Practitioners and Other Role Players - August 2005.
Municipal Supply Chain Management Model Policy – August 2005.
National Treasury: MFMA Circular No.25 – Supply Chain Management Guide, General Conditions of Contract and Municipal Bidding Documents – 3 October 2005.
A Guide for Accounting Officers of Municipalities and Municipal Entities – October 2005
General Conditions of a Contract – October 2005.
Senqu Municipality: Supply Chain Management Policy Ver. 1 – 1 January 2006.
Government Notice 44 – Exemptions from Supply Chain Management Regulations – 18 January 2006.
National Treasury: MFMA Circular No. 29 – Supply Chain Management Issues – 31 January 2006.
National Treasury: MFMA Circular No.33 – Supply Chain Management Issues – 27 March 2006.

Although there were findings raised by the AG related to SCM in the 2012 – 2013 Audit the municipality remains committed to the full implementation of the SCM Regulations, MFMA requirements and the Municipal SCM policy.

Control measures were implemented to address the findings raised by the AG and additional controls were also implemented by the municipality to be in a position to ensure compliance with SCM and PPPFA regulations such as the redesign of evaluation forms and the reviewal of the SCM policy. Senqu Municipality also plans to implement demand and procurement management plans for the 2013- 2014 Budget year to ensure enhanced compliance through proper planning.

The SCM unit within the municipality is also being capacitated and this in turn ensures that the SCM Policy is being properly enforced and implemented.

Policy reviewal and implementation

Policies are reviewed annually to ensure compliance, relevance and consistency. The last review was on the 28 May 2013. Policies are implemented but have not been promulgated into by-laws and gazetted as an adopted Council policy is taken as a legal document of Council. However the municipality is looking at the legal necessity of turning some financial policies into bylaws. All other policies and bylaws are contained in Annexure 1 with their reviewal dates.

ACCOUNTING PRINCIPLES & POLICIES APPLIED IN ANNUAL FINANCIAL STATEMENTS

Basis of Preparation

The annual financial statements have been prepared on the accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise. The annual financial statements have been prepared in accordance with the effective standards of Generally Recognised Accounting Practices (GRAP), including any interpretations and directives issued by the Accounting Standards Board (ASB) in accordance with Section 122(3) of the Municipal Finance Management Act, (Act No 56 of 2003).

The standards are summarised as follows:

GRAP 5	Borrowing Costs
GRAP 6	Consolidated and Separate Financial Statements
GRAP 7	Investments in Associate
GRAP 8	Interests in Joint Ventures
GRAP 101	Agricultural
GRAP 102	Intangible assets
IPSAS 20	Related Party Disclosure
IFRS 3 (AC140)	Business Combinations
IFRS 4 (AC141)	Insurance Contracts
IFRS 6 (AC143)	Exploration for and Evaluation of Mineral Resources
IAS 12 (AC102)	Income Taxes
SIC – 21 (AC421)	Income Taxes – Recovery of Revaluated Non-Depreciable Assets
SIC – 25 (AC425)	Income Taxes – Changes in the Tax Status on an Entity or its Shareholders
SIC – 29 (AC429)	Service Concessions Arrangements – Disclosures
IFRIC 2 (AC435)	Members' Shares in Co-operative Entities and Similar Instruments
IFRIC 4 (AC437)	Determining whether an Arrangement contains a Lease
IFRIC 9 (AC442)	Reassessment of Embedded Derivatives
IFRIC 12 (AC445)	Service Concession Arrangements
IFRIC 13 (AC446)	Customer Loyalty Programmes
IFRIC 14 (AC447) IAS19	The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
IFRIC 15 (AC448)	Agreements for the Construction of Real Estate
IFRIC 16 (AC449)	Hedges in a Net Investment in a Foreign Operation

The municipality resolved to early adopt the following GRAP standards which have been issued but are not yet effective.

Standard	Description	Effective Date
GRAP 1 (Revised)	Presentation of Financial Statements	1 April 2011
GRAP 2 (Revised)	Cash Flow Statements	1 April 2011
GRAP 3 (Revised)	Accounting Policies, Changes in Accounting Estimates and Errors	1 April 2011
GRAP 4 (Revised)	The Effects of changes in Foreign Exchange Rates	1 April 2011
GRAP 9 (Revised)	Revenue from Exchange Transactions	1 April 2011
GRAP 10 (Revised)	Financial Reporting in Hyperinflationary Economics	1 April 2011
GRAP 11 (Revised)	Construction Contracts	1 April 2011
GRAP 12 (Revised)	Inventories	1 April 2011
GRAP 13 (Revised)	Leases	1 April 2011
GRAP 14 (Revised)	Events after the reporting date	1 April 2011
GRAP 16 (Revised)	Investment Property	1 April 2011
GRAP 17 (Revised)	Property, Plant and Equipment	1 April 2011
GRAP 19 (Revised)	Provisions, Contingent Liabilities and Contingent Assets	1 April 2011
GRAP 21	Impairment of non-cash-generating assets	1 April 2012
GRAP 23	Revenue from Non-Exchange Transactions	1 April 2012
GRAP 26	Impairment of cash-generating assets	1 April 2012
GRAP 100 (Revised)	Non-current Assets held for Sale and Discontinued Operations	1 April 2011

The municipality resolved to formulate an accounting policy based on the following GRAP standards which have been issued but are not yet effective.

Standard	Description	Effective Date
GRAP 25	Employee Benefits	Unknown
GRAP 104	Financial Instruments	Unknown

Accounting policies for material transactions, events or conditions not covered by the above GRAP have been developed in accordance with paragraphs 8, 10 and 11 of GRAP 3. A summary of the significant accounting policies, which have been consistently applied except where an exemption or transitional provision has been granted, are disclosed below.

Assets, liabilities, revenue and expenses have not been offset except when offsetting is permitted or required by a Standard of GRAP. The accounting policies applied are consistent with those used to present the previous year's financial statements, unless explicitly stated. The details of any changes in accounting policies are explained in the relevant notes to the Financial Statements. In terms of Directive 7: "The Application of Deemed Cost on the Adoption of Standards of GRAP" issued by the Accounting Standards Board, the municipality applied deemed cost to Investment Property, Property, Plant and Equipment and Intangible Assets where the acquisition cost of an asset could not be determined.

If fair value at the measurement date cannot be determined for an item of property, plant and equipment, investment property or an intangible asset, an entity may estimate such fair value using depreciated replacement cost. The cost for depreciated replacement cost is determined by using either one of the following:

- cost of items with a similar nature currently in the municipality's asset register;
- cost of items with a similar nature in other municipalities' asset registers, given that the other municipality has the same geographical setting as the municipality and that the other municipality's asset register is considered to be accurate;
- cost as supplied by suppliers.

PRESENTATION CURRENCY

Amounts reflected in the financial statements are in South African Rand and at actual values. No financial values are given in an abbreviated display format. No foreign exchange transactions are included in the statements.

GOING CONCERN ASSUMPTION

These annual financial statements have been prepared on a going concern basis.

COMPARATIVE INFORMATION

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are restated, unless a standard of GRAP does not require the restatements of comparative information. The nature and reason for the reclassification is disclosed. Where material accounting errors have been identified in the current year, the correction is made retrospectively as far as is

practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

PRESENTATION OF BUDGET INFORMATION

As noted, GRAP 24 is not yet effective, however budget information required in terms of GRAP 1 paragraph 14 to 18 have been disclosed in the financial statements. The presentation of budget information was prepared in accordance with the best practice guidelines issued by National Treasury.

MATERIALITY

Material omissions or misstatements of items are material if they could, individually or collectively, influence the decision or assessments of users made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatements judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor. In general, materiality is determined as 1% of total expenditure.

STANDARDS, AMENDMENTS TO STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

The following GRAP standards have been issued but are not yet effective and have not been early adopted by the municipality:

Standard	Description	Effective Date
GRAP 6 (Revised)	Consolidated and Separate Financial Statements No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 7 (Revised)	Investments in Associate No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 8 (Revised)	Interest in Joint Ventures No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 18	Segment Reporting Information to a large extent is already included in the notes to the annual financial statements.	Unknown

GRAP 24	Presentation of Budget Information in Financial Statements Information to a large extent is already included in the notes to the annual financial statements.	1 April 2012
GRAP 25	Employee Benefits Information to a large extent is already included in the notes to the annual financial statements.	Unknown
GRAP 103	Heritage Assets No adjustments necessary as the municipality has any significant heritage assets.	1 April 2012
GRAP 104	Financial Instruments Information to a large extent is already included in the notes to the annual financial statements.	Unknown
GRAP 105	Transfer of Functions Between Entities Under Common Control No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 106	Transfer of Functions Between Entities Not Under Common Control No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 107	Mergers No significant impact is expected as the municipality does not participate in such business transactions.	Unknown

These standards, amendments and interpretations will not have a significant impact on the municipality once implemented.

RESERVES

Capital Replacement Reserve (CRR)

In order to finance the provision of infrastructure and other items of property, plant and equipment from internal sources, amounts are transferred from the accumulated surplus / (deficit) to the CRR. The cash in the CRR can only be utilized to finance items of property, plant and equipment. The CRR is reduced and the accumulated surplus / (deficit) are credited by a corresponding amount when the amounts in the CRR are utilised.

Valuation Roll Reserve

The aim of this reserve is to ensure sufficient cash resources are available for the future payment of the Valuation roll

Employee Benefits Reserve

The aim of the reserve is to ensure sufficient cash resources are available for the future payment of employee benefits. Contributions equal to the short term portion of employee benefits, plus 5% of the prior year closing balance of long term employee benefits is contributed to the reserve from accumulated surplus/(deficit).

Revaluations Reserve

The accounting for the Revaluation Reserve must be done in accordance with the requirements of GRAP 17. All increases in the carrying value of assets as a result of a revaluation are credited against the reserve, except to the extent that the increase reverses a revaluation decrease of the same asset previously recognised in surplus or deficit. All decreases in the carrying value of assets as a result of a revaluation are debited against the reserve to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

LEASES

Municipality as Lessee

Leases are classified as finance leases where substantially all the risks and rewards associated with ownership of an asset are transferred to the municipality. Property, plant and equipment or intangible assets subject to finance lease agreements are initially recognised at the lower of the asset's fair value and the present value of the minimum lease payments. The corresponding liabilities are initially recognised at the inception of the lease and are measured as the sum of the minimum lease payments due in terms of the lease agreement, discounted for the effect of interest. In discounting the lease payments, the municipality uses the interest rate that exactly discounts the lease payments and unguaranteed residual value to the fair value of the asset plus any direct costs incurred.

Subsequent to initial recognition, the leased assets are accounted for in accordance with the stated accounting policies applicable to property, plant and equipment or intangibles. The lease liability is reduced by the lease payments, which are allocated between the lease finance cost and the capital repayment using the effective interest rate method. Lease finance costs are expensed when incurred. The accounting policies

relating to derecognition of financial instruments are applied to lease payables. Operating leases are those leases that do not fall within the scope of the above definition. Operating lease rentals are recognised on a straight-line basis over the term of the relevant lease.

Municipality as Lessor

Under a finance lease, the municipality recognises the lease payments to be received in terms of a lease agreement as an asset (receivable). The receivable is calculated as the sum of all the minimum lease payments to be received, plus any unguaranteed residual accruing to the municipality, discounted at the interest rate implicit in the lease. The receivable is reduced by the capital portion of the lease instalments received, with the interest portion being recognised as interest revenue on a time proportionate basis. The accounting policies relating to derecognition and impairment of financial instruments are applied to lease receivables. Operating leases are those leases that do not fall within the scope of the above definition. Operating lease rentals are recognised on a straight-line basis over the term of the relevant lease.

GOVERNMENT GRANTS AND RECEIPTS

Unspent Conditional Government Grants and Receipts

Conditional government grants are subject to specific conditions. If these specific conditions are not met, the monies received are repayable. Unspent conditional grants are financial liabilities that are separately reflected on the Statement of Financial Position. They represent unspent government grants and subsidies. This liability always has to be cash-backed. The following provisions are set for the creation and utilisation of this creditor:

- Unspent conditional grants are recognised as a liability when the grant is received.
- When grant conditions are met an amount equal to the conditions met are transferred to revenue in the Statement of Financial Performance.
- The cash which backs up the creditor is invested as individual investment or part of the general investments of the municipality until it is utilised.
- Interest earned on the investment is treated in accordance with grant conditions. If it is payable to the funder it is recorded as part of the creditor. If it is the municipality's interest it is recognised as interest earned in the Statement of Financial Performance.

Unpaid Conditional Government Grants and Receipts

Unpaid conditional grants are assets in terms of the Framework that are separately reflected on the Statement of Financial Position. The asset is recognised when the Economic Entity has an enforceable right to receive the grant or if it is virtually certain that it will be received based on that grant conditions have been met. They represent unpaid government grants, subsidies and contributions from the public. The following provisions are set for the creation and utilisation of the grants as receivables:

- Unpaid conditional grants are recognised as an asset when the grant is receivable.

UNSPENT PUBLIC CONTRIBUTIONS

Public contributions are subject to specific conditions. If these specific conditions are not met, the monies received are repayable. Unspent public contributions are financial liabilities that are separately reflected on the Statement of Financial Position. They represent unspent contributions from the public. This liability always has to be cash-backed. The following provisions are set for the creation and utilisation of this creditor:

- Unspent public contributions are recognised as a liability when the grant is received.
- When grant conditions are met an amount equal to the conditions met are transferred to revenue in the Statement of Financial Performance.
- The cash which backs up the creditor is invested as individual investment or part of the general investments of the municipality until it is utilised.
- Interest earned on the investment is treated in accordance with the public contribution conditions. If it is payable to the funder it is recorded as part of the creditor. If it is the municipality's interest it is recognised as interest earned in the Statement of Financial Performance.

PROVISIONS

Provisions are recognised when the municipality has a present legal or constructive obligation as a result of past events, it is possible that an outflow of resource embodying economic benefits will be required to settle the obligation and a reliable estimate of the provision can be made. Provisions are reviewed at reporting date and adjusted to reflect the current best estimate. Where the effect is material, non-current provisions are discounted to their present value using a discount rate that reflects the market's current assessment of the time value of money, adjusted for risks specific to the liability (for example in the case of obligations for the rehabilitation of land).

The municipality does not recognise a contingent liability or contingent asset. A contingent liability is disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is disclosed where an inflow of economic benefits is possible. Future events that may affect the amount required to settle an obligation are reflected in the amount of a provision where there is sufficient objective evidence that they will occur. Gains from the expected disposal of assets are not taken into account in measuring a provision. Provisions are not recognised for future operating losses. The present obligation under an onerous contract is recognised and measured as a provision. A provision for restructuring costs is recognised only when the following criteria over and above the recognition criteria of a provision have been met:

- (a) The municipality has a detailed formal plan for the restructuring identifying at least:
 - the business or part of a business concerned;
 - the principal locations affected;
 - the location, function and approximate number of employees who will be compensated for terminating their services;
 - the expenditures that will be undertaken; and
 - when the plan will be implemented.
- (b) The municipality has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it. The amount recognised as a provision shall be the best estimate of the expenditure required to settle the present obligation at the reporting date. Provisions shall be reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, the provision shall be reversed.

EMPLOYEE BENEFITS

(a) Post Retirement Medical Obligations

The municipality provides post-retirement medical benefits by subsidizing the medical aid contributions of certain retired staff according to the rules of the medical aid funds. Council pays 70% as contribution and the remaining 30% is paid by the members. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The present value of the defined benefit liability is actuarially determined in accordance with GRAP 25 – Employee benefits (using a discount rate applicable to high quality government bonds). The plan is unfunded.

These contributions are charged to the Statement of Financial Performance when employees have rendered the service entitling them to the contribution. The liability was calculated by means of the projected unit credit actuarial valuation method. The liability in respect of current pensioners is regarded as fully accrued, and is therefore not split between a past (or accrued) and future in-service element. The liability is recognised at the fair value of the obligation. Payments made by the municipality are set-off against the liability, including notional interest, resulting from the valuation by the actuaries and are charged against the Statement of Financial Performance as employee benefits upon valuation. Actuarial gains and losses arising from the experience adjustments and changes in actuarial assumptions are charged or credited to the Statement of Financial Performance in the period that it occurs. These obligations are valued periodically by independent qualified actuaries.

(b) Long Service Awards

Long service awards are provided to employees who achieve certain pre-determined milestones of service within the municipality. The municipality's obligation under these plans is valued by independent qualified actuaries periodically and the corresponding liability is raised. Payments are set-off against the liability, including notional interest, resulting from the valuation by the actuaries and are charged against the Statement of Financial Performance as employee benefits upon valuation. Defined benefit plans are post-employment plans other than defined contribution plans. Actuarial gains and losses arising from the experience adjustments and changes in actuarial assumptions are charged or credited to the Statement of Financial Performance in the period that it occurs. These obligations are valued periodically by independent qualified actuaries.

(c) Accrued Leave Pay

Liabilities for annual leave are recognised as they accrue to employees. The liability is based on the total amount of leave days due to employees at year end and also on the total remuneration package of the employee.

(d) Performance Bonuses

A provision, in respect of the liability relating to the anticipated costs of performance bonuses payable to Section 57 employees, is maintained. Municipal entities' performance bonus provisions are based on the employment contract stipulations as well as previous performance bonus payment trends.

(e) Pension and Retirement Fund Obligations

The municipality provides retirement benefits for its employees and councillors. Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year they become payable. Defined benefit plans are post-employment benefit plans other than defined contribution plans. The defined benefit funds, which are administered on a provincial basis, are actuarially valued tri-annually on the projected unit credit method basis. Deficits identified are recovered through lump sum payments or increased future contributions on a proportional basis to all participating municipalities. The contributions and lump sum payments are charged against income in the year they become payable. Sufficient information is not available to use defined benefit accounting for a multi-employer plan. As a result, defined benefit plans have been accounted for as if they were defined contribution plans.

BORROWING COSTS

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets are capitalised to the cost of that asset unless it is inappropriate to do so. The municipality ceases the capitalisation of borrowing costs when substantially all the activities to prepare the asset for its intended use or sale are complete. It is considered inappropriate to capitalise borrowing costs where the link between the funds borrowed and the capital asset acquired cannot be adequately established. Borrowing costs incurred other than on qualifying assets are recognised as an expense in the Statement of Financial Performance when incurred.

PROPERTY, PLANT AND EQUIPMENT

Initial Recognition

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one year. Items of property, plant and equipment are initially recognised as assets on acquisition date and are initially recorded at cost. The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by the municipality. Trade

discounts and rebates are deducted in arriving at the cost. The cost also includes the necessary costs of dismantling and removing the asset and restoring the site on which it is located.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. Where an asset is acquired by the municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of that asset on the date acquired. Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the assets acquired are initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up. Major spare parts and servicing equipment qualify as property, plant and equipment when the municipality expects to use them during more than one period. Similarly, if the major spare parts and servicing equipment can be used only in connection with an item of property, plant and equipment, they are accounted for as property, plant and equipment.

Subsequent Measurement – Cost Model

Subsequent to initial recognition, items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated as it is deemed to have an indefinite useful life. Where the municipality replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component. Subsequent expenditure incurred on an asset is capitalised when it increases the capacity or future economic benefits associated with the asset.

Subsequent Measurement – Revaluation Model

Subsequent to initial recognition, Land and Buildings are carried at a re-valued amount, being its fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses. An increase in the carrying amount of an asset as a result of a revaluation is credited directly to a revaluation surplus reserve, except to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit. A decrease in the carrying amount of an asset as a result of a revaluation is recognised in surplus or deficit, except to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

Depreciation and Impairment

Depreciation is calculated on the depreciable amount, using the straight-line method over the estimated useful lives of the assets. Depreciation of an asset begins when it is available for use, i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended by management. Components of assets that are significant in relation to the whole asset and that have different useful lives are depreciated separately. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis. The annual depreciation rates are based on the following estimated useful lives:

	Years		Years
<u>Infrastructure</u>		<u>Other</u>	
Roads and Paving	5 – 50	Buildings	100
Pedestrian Malls	20	Specialist vehicles	10 - 30
Electricity	15 – 50	Other vehicles	5 - 20
Water	15 – 20	Office equipment	5 - 10
Sewerage	10 – 50	Furniture and fittings	7 - 15
		Bins and containers	5 - 10
<u>Community</u>		Specialised plant and	
Buildings	100	Equipment	10 - 30
Recreational Facilities	20 – 30	Other plant and	
Security	5	Equipment	2 - 12
Halls	20 – 30	Landfill sites	30
Libraries	20 – 30		
Parks and gardens	15 – 20	Emergency equipment	10 - 30
Other assets	15 – 20	Computer equipment	5 - 10
<u>Heritage Assets and Land</u>			
Heritage assets	50- Infinite		
Land	Infinite		
<u>Finance lease assets</u>			
Office equipment	3		
Other assets	5 – 6		

Property, plant and equipment are reviewed at each reporting date for any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. The impairment charged to the Statement of Financial Performance is the excess of the carrying value over the recoverable amount. An impairment is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined had no impairment been recognised. A reversal of an impairment is recognised in the Statement of Financial Performance.

De-recognition

Items of property, plant and equipment are derecognised when the asset is disposed or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Land and Buildings and Other Assets – Application of Deemed Cost (Directive 7)

The municipality opted to take advantage of the transitional provisions as contained in Directive 7 of the Accounting Standards Board, issued in December 2009. The municipality applied deemed cost where the acquisition cost of an asset could not be determined. For Land and Buildings the fair value as determined by a valuator was used in order to determine the deemed cost as on 1 July 2007. For Other Assets the depreciated replacement cost method was used to establish the deemed cost as on 1 July 2007.

INTANGIBLE ASSETS

Initial Recognition

An intangible asset is an identifiable non-monetary asset without physical substance. An asset meets the identifiability criterion in the definition of an intangible asset when it:

- is separable, i.e. is capable of being separated or divided from the entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, asset or liability; or
- arises from contractual rights (including rights arising from binding arrangements) or other legal rights (excluding rights granted by statute), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

The municipality recognises an intangible asset in its Statement of Financial Position only when it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the municipality and the cost or fair value of the asset can be measured reliably. Internally generated intangible assets are subject to strict recognition criteria before they are capitalised. Research expenditure is never capitalised, while development expenditure is only capitalised to the extent that:

- the municipality intends to complete the intangible asset for use or sale;
- it is technically feasible to complete the intangible asset;
- the municipality has the resources to complete the project; and
- it is probable that the municipality will receive future economic benefits or service potential.

Intangible assets are initially recognised at cost. Where an intangible asset is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item’s fair value was not determinable, the deemed cost is the carrying amount of the asset(s) given up.

Subsequent Measurement – Cost Model

Intangible assets are subsequently carried at cost less accumulated amortisation and impairments. The cost of an intangible asset is amortised over the useful life where that useful life is finite. Where the useful life is indefinite, the asset is not amortised but is subject to an annual impairment test.

Amortisation and Impairment

Amortisation is charged so as to write off the cost or valuation of intangible assets over their estimated useful lives using the straight line method. Amortisation of an asset begins when it is available for use, i.e. when it is in the condition necessary for it to be capable of operating in the manner intended by management. Components of assets that are significant in relation to the whole asset and that have different useful lives are amortised separately. The estimated useful lives, residual values and amortisation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis. The annual amortisation rates are based on the following estimated useful lives:

<u>Intangible Assets</u>	Years
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Computer Software	5
Computer Software Licenses	5

De-recognition

Intangible assets are derecognised when the asset is disposed or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an intangible asset is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Application of deemed cost (Directive 7)

The municipality opted to take advantage of the transitional provisions as contained in Directive 7 of the Accounting Standards Board, issued in December 2009. The Municipality applied deemed cost where the acquisition cost of an asset could not be determined. For Intangible Assets the depreciated replacement cost method was used to establish the deemed cost as on 1 July 2007.

INVESTMENT PROPERTY

1.17.1 Initial Recognition

Investment property shall be recognised as an asset when, and only when:

- it is probable that the future economic benefits or service potential that are associated with the investment property will flow to the entity, and
- the cost or fair value of the investment property can be measured reliably.

Investment property includes property (land or a building, or part of a building, or both land and buildings held under a finance lease) held to earn rentals and/or for capital appreciation, rather than held to meet service delivery objectives, the production or supply of goods or services, or the sale of an asset in the ordinary course of operations. Property with a currently undetermined use, is also classified as investment property.

At initial recognition, the municipality measures investment property at cost including transaction costs once it meets the definition of investment property. However, where an investment property was acquired through a non-exchange transaction (i.e. where it acquired the investment property for no or a nominal value), its cost is its fair value as at the date of acquisition. The cost of self-constructed investment property is measured at cost. Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner occupied property becomes an investment property, the municipality accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

Subsequent Measurement – Fair Value Model

Investment property is measured using the fair value model. Under the fair value model, investment property is carried at its fair value at the reporting date. Any gain or loss arising from a change in the fair value of the property is included in surplus or deficit for the period in which it arises.

De-recognition

Investment property is derecognised when it is disposed of or when there are no further economic benefits expected from the use of the investment property. The gain or loss arising on the disposal or retirement of an item of investment property is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Application of deemed cost - Directive 7

The municipality opted to take advantage of the transitional provisions as contained in Directive 7 of the Accounting Standards Board, issued in December 2009. The Municipality applied deemed cost where the acquisition cost of an asset could not be determined. The fair value as determined by a valuator was used in order to determine the deemed cost as on 1 July 2007.

NON-CURRENT ASSETS HELD FOR SALE

Initial Recognition

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

Subsequent Measurement

Non-current assets held for sale (or disposal group) are measured at the lower of carrying amount and fair value less costs to sell. A non-current asset is not depreciated (or amortised) while it is classified as held for sale, or while it is part of a disposal group classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale are recognised in surplus or deficit.

IMPAIRMENT OF NON-FINANCIAL ASSETS

Cash-generating assets

Cash-generating assets are assets held with the primary objective of generating a commercial return. The municipality assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the municipality estimates the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. Impairment losses are recognised in the Statement of Financial Performance in those expense categories consistent with the function of the impaired asset.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the municipality estimates the asset's or cash-generating unit's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the Statement of Financial Performance.

Non-cash-generating assets

Non-cash-generating assets are assets other than cash-generating assets. The Municipality assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Municipality estimates the asset's recoverable service amount.

An asset's recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use. If the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. That reduction is an impairment loss recorded in the Statement of Financial Performance. The value in use of a non-cash-generating asset is the present value of the asset's remaining service potential. The present value of the remaining service potential of the asset is determined using any one of the following approaches:

- *depreciated replacement cost approach* - the present value of the remaining service potential of an asset is determined as the depreciated replacement cost of the asset. The replacement cost of an asset is the cost to replace the asset's gross service potential. This cost is depreciated to reflect the asset in its used condition. An asset may be replaced either through reproduction (replication) of the existing asset or through replacement of its gross service potential. The depreciated replacement cost is measured as the reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated on the basis of such cost, to reflect the already consumed or expired service potential of the asset.
- *restoration cost approach* - the cost of restoring the service potential of an asset to its pre-impaired level. Under this approach, the present value of the remaining service potential of the asset is determined by subtracting the estimated restoration cost of the asset from the current cost of replacing the remaining service potential of the asset before impairment. The latter cost is usually determined as the depreciated reproduction or replacement cost of the asset, whichever is lower.

- *service unit approach* - the present value of the remaining service potential of the asset is determined by reducing the current cost of the remaining service potential of the asset before impairment, to conform with the reduced number of service units expected from the asset in its impaired state. As in the restoration cost approach, the current cost of replacing the remaining service potential of the asset before impairment is usually determined as the depreciated reproduction or replacement cost of the asset before impairment, whichever is lower.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal. The Municipality assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for an asset may no longer exist or may have decreased. If any such indication exists, the Municipality estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for an asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. If this is the case, the carrying amount of the asset is increased to its recoverable service amount. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods. Such a reversal of an impairment loss is recognised in the Statement of Financial Performance.

NON CURRENT INVESTMENTS

Financial instruments, which include, investments in municipal entities and fixed deposits invested in registered commercial banks, are stated at amortised cost. Where investments have been impaired, the carrying value is adjusted by the impairment loss, which is recognised as an expense in the period that the impairment is identified. On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to the Statement of Financial Performance. The carrying amounts of such investments are reduced to recognise any decline, other than a temporary decline, in the value of individual investments.

INVENTORIES

Initial Recognition

Inventories comprise current assets held for sale, consumption or distribution during the ordinary course of business. Inventories are initially recognised at cost. Cost generally refers to the purchase price, plus non-recoverable taxes, transport costs and any other costs in bringing the inventories to their current location and condition. Where inventory is manufactured, constructed or produced, the cost includes the cost of labour, materials and overheads used during the manufacturing process. Where inventory is acquired by the municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of the item on the date acquired.

Subsequent Measurement

Inventories, consisting of consumable stores, raw materials, work-in-progress and finished goods, are valued at the lower of cost and net realisable value unless they are to be distributed at no or nominal charge, in which case they are measured at the lower of cost and current replacement cost. Redundant and slow-moving inventories are identified and written down in this way. Differences arising on the valuation of inventory are recognised in the Statement of Financial Performance in the year in which they arose. The amount of any reversal of any write-down of inventories arising from an increase in net realisable value or current replacement cost is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

The carrying amount of inventories is recognised as an expense in the period that the inventory was sold, distributed, written off or consumed, unless that cost qualifies for capitalisation to the cost of another asset. In general, the basis of allocating cost to inventory items is the weighted average method. Cost of land held for sale is assigned by using specific identification of their individual costs.

FINANCIAL INSTRUMENTS

Financial instruments recognised on the Statement of Financial Position include receivables (both from exchange transactions and non-exchange transactions), cash and cash equivalents, annuity loans and payables (both from exchange transactions and non-exchange transactions).

Initial Recognition

Financial instruments are initially recognised when the municipality becomes a party to the contractual provisions of the instrument at fair value plus, in the case of a financial asset or financial liability not at fair value, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability

Subsequent Measurement

Financial Assets are categorised according to their nature as either financial assets at fair value, financial assets at amortised cost or financial assets at cost. Financial Liabilities are categorised as either at fair value, financial liabilities at cost or financial liabilities carried at amortised cost ("other"). The subsequent measurement of financial assets and liabilities depends on this categorisation.

Receivables

Receivables are classified as loans and receivables, and are subsequently measured at amortised cost using the effective interest rate method. For amounts due from debtors carried at amortised cost, the Municipality first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. Objective evidence of impairment includes significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation and default or delinquency in payments (more than 90 days overdue). If the Municipality determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be, recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred). The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the Statement of Financial Performance. Interest income continues to be accrued on the reduced carrying amount based on the original effective interest rate of the asset. Loans together with the associated allowance are written off when there is no realistic prospect of future recovery and all collateral has been realised or has been transferred to the municipality. If, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognised, the previously recognised impairment loss is increased or reduced by adjusting the allowance account. If a future write-off is later recovered, the recovery is recognised in the Statement of Financial Performance. The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate, if material. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate.

Payables and Annuity Loans

Financial liabilities consist of payables and annuity loans. They are categorised as financial liabilities held at amortised cost, are initially recognised at fair value and subsequently measured at amortised cost using an effective interest rate, which is the initial carrying amount, less repayments, plus interest.

Cash and Cash Equivalents

Cash includes cash on hand (including petty cash) and cash with banks. Cash equivalents are short-term highly liquid investments, readily convertible into known amounts of cash that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, highly liquid deposits and net of bank overdrafts. The municipality categorises cash and cash equivalents as financial assets carried at amortised cost. Bank overdrafts are recorded based on the facility utilised. Finance charges on bank overdraft are expensed as incurred. Amounts owing in respect of bank overdrafts are categorised as financial liabilities: other financial liabilities carried at amortised cost.

De-recognition of Financial Instruments

Financial Assets

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- the municipality has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the municipality has transferred substantially all the risks and rewards of the asset, or (b) the municipality has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the municipality has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, a new asset is recognised to the extent of the municipality's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the municipality could be required to repay.

When continuing involvement takes the form of a written and/or purchased option (including a cash settled option or similar provision) on the transferred asset, the extent of the municipality's continuing involvement is the amount of the transferred asset that the municipality may repurchase, except that in the case of a written put option (including a cash settled option or similar provision) on an asset measured at fair value, the extent of the municipality's continuing involvement is limited to the lower of the fair value of the transferred asset and the option exercise price.

Financial Liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the Statement of Financial Performance.

Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount reported in the Statement of Financial Position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

REVENUE

Revenue from Non-Exchange Transactions

Revenue from non-exchange transactions refers to transactions where the municipality received revenue without directly giving approximately equal value in exchange. Revenue from non-exchange transactions is generally recognised to the extent that the related receipt or receivable qualifies for recognition as an asset and there is no liability to repay the amount. Revenue from property rates is recognised when the legal entitlement to this revenue arises. Collection charges are recognised when such amounts are legally enforceable. Penalty interest on unpaid rates is recognised on a time proportionate basis as an exchange transaction.

Fine revenue constitutes both spot fines and summonses. Revenue from spot fines and summonses is recognised based on an estimation of future collections of fines issued based on prior period trends and collection percentages. Revenue from public contributions and donations is recognised when all conditions associated with the contribution have been met or where the contribution is to finance property, plant and equipment, when such items of property, plant and equipment qualifies for recognition and first becomes available for use by the municipality. Where public contributions have been received but the municipality has not met the related conditions, it is recognised as an unspent public contribution (liability).

Revenue from third parties i.e. insurance payments for assets impaired, are recognised when it can be measured reliably and is not being offset against the related expenses of repairs or renewals of the impaired assets. Contributed property, plant and equipment is recognised when such items of property, plant and equipment qualifies for recognition and become available for use by the municipality.

After a period of twelve months all unclaimed deposits into the municipality's bank account will be treated as revenue as historical patterns have indicated that minimal unidentified deposits are reclaimed after a period of twelve months. This assessment is performed annually at 30 June. Therefore the substance of these transactions indicate that even though the prescription period for unclaimed monies is legally three years, it is reasonable to recognise all unclaimed monies older than twelve months as revenue. Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Municipal Finance Management Act (Act No. 56 of 2003) and is recognised when the recovery thereof is virtually certain. Revenue is measured at the fair value of the consideration received or receivable.

When, as a result of a non-exchange transaction, a municipality recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the present obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability will be recognised as revenue.

Revenue from Exchange Transactions

Revenue from exchange transactions refers to revenue that accrued to the municipality directly in return for services rendered/ goods sold, the value of which approximates the consideration received or receivable. Service charges relating to electricity and water are based on consumption and a basic charge as per Council resolution. Meters are read on a monthly basis and are recognised as revenue when invoiced. Provisional estimates of consumption are made monthly when meter readings have not been performed. The provisional estimates of consumption are recognised as revenue when invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period in which meters have been read. These adjustments are recognised as revenue in the invoicing period. Billings for electricity are done monthly for customers served directly by the municipality as per the norms and standards of revenue management. Monthly billing and reconciliation takes place ESKOM bills the other customers. Customers are billed annually for rates Does the municipality bill consumers on a monthly basis as per norms and standards of revenue management

Revenue from the sale of electricity prepaid meter cards is recognised at the point of sale. An adjustment is made at year-end for unused units. Service charges relating to refuse removal are recognised on an annual basis in advance by applying the approved tariff to each property that has improvements. Tariffs are determined per category of property usage. Service charges from sanitation (sewerage) are recognised on an annual basis in advance by applying the approved tariff to each property that has improvements.

Interest revenue is recognised using the effective interest rate method. Revenue from the rental of facilities and equipment is recognised on a straight-line basis over the term of the lease agreement. Revenue arising from the application of the approved tariff of charges is recognised when the relevant service is rendered by applying the relevant tariff. This includes the issuing of licences and permits. Revenue from the sale of goods is recognised when substantially all the risks and rewards in those goods are passed to the consumer. Revenue arising out of situations where the municipality acts as an agent on behalf of another entity (the principal) is limited to the amount of any fee or commission payable to the municipality as compensation for executing the agreed services.

The amount of revenue arising on a transaction is usually determined by agreement between the entity and the purchaser or user of the asset or service. It is measured at the fair value of the consideration received or receivable taking into account the amount of any trade discounts and volume rebates allowed by the entity. In most cases, the consideration is in the form of cash or cash equivalents and the amount of revenue is the amount of cash or cash equivalents received or receivable. However, when the inflow of cash or cash equivalents is deferred, the fair value of the consideration may be less than the nominal amount of cash

received or receivable. When the arrangement effectively constitutes a financing transaction, the fair value of the consideration is determined by discounting all future receipts using an imputed rate of interest. The imputed rate of interest is the more clearly determinable of either:

- The prevailing rate for a similar instrument of an issuer with a similar credit rating; or
- A rate of interest that discounts the nominal amount of the instrument to the current cash sales price of the goods or services.

The difference between the fair value and the nominal amount of the consideration is recognised as interest revenue.

When goods or services are exchanged or swapped for goods or services which are of a similar nature and value, the exchange is not regarded as a transaction that generates revenue. When goods are sold or services are rendered in exchange for dissimilar goods or services, the exchange is regarded as a transaction that generates revenue. The revenue is measured at the fair value of the goods or services received, adjusted by the amount of any cash or cash equivalents transferred. When the fair value of the goods or services received cannot be measured reliably, the revenue is measured at the fair value of the goods or services given up, adjusted by the amount of any cash or cash equivalents transferred.

Grants, Transfers and Donations (Non-Exchange Revenue)

Grants, transfers and donations received or receivable are recognised when the resources that have been transferred meet the criteria for recognition as an asset. A corresponding liability is raised to the extent that the grant, transfer or donation is conditional. The liability is transferred to revenue as and when the conditions attached to the grant are met. Grants without any conditions attached are recognised as revenue when the asset is recognised.

RELATED PARTIES

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions or if the related party entity and another entity are subject to common control.

(a) Related parties include:

- Entities that directly, or indirectly through one or more intermediaries, control, or are controlled by the reporting entity;
- Individuals owning, directly or indirectly, an interest in the reporting entity that gives them significant influence over the entity, and close members of the family of any such individual;
- Key management personnel, and close members of the family of key management personnel; and
- Entities in which a substantial ownership interest is held, directly or indirectly, by any person described in the 2nd and 3rd bullet, or over which such a person is able to exercise significant influence.

(b) Key management personnel include:

- All directors or members of the governing body of the entity, being the Executive Mayor, Deputy Mayor, Speaker and members of the Mayoral Committee.
- Other persons having the authority and responsibility for planning, directing and controlling the activities of the reporting entity being the Municipal Manager, Chief Financial Officer and all other managers reporting directly to the Municipal Manager or as designated by the Municipal Manager.

UNAUTHORISED EXPENDITURE

Unauthorised expenditure is expenditure that has not been budgeted or is expenditure that is not in terms of the conditions of an allocation received from another sphere of government, municipality or organ of state, or is expenditure in the form of a grant that is not permitted in terms of the Municipal Finance Management Act (Act No. 56 of 2003). Unauthorised expenditure is accounted for as an expense in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

IRREGULAR EXPENDITURE

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No. 56 of 2003), the Municipal Systems Act (Act No. 32 of 2000), the Public Office Bearers Act, and (Act. No. 20 of 1998) or is in contravention of the municipality's Supply Chain Management Policy. Irregular expenditure excludes

unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure is expenditure that was made in vain and could have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

CONTINGENT LIABILITIES

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. A contingent liability could also be a present obligation that arises from past events, but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to the obligation or the amount of the obligation cannot be measured with sufficient reliability. Management judgement is required when recognising and measuring contingent liabilities.

SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

In the process of applying the municipality's accounting policy, management has made the following significant accounting judgements, estimates and assumptions, which have the most significant effect on the amounts recognised in the financial statements:

Post Retirement Medical Obligations and Long Service Awards

The cost of post retirement medical obligations and long service awards are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rates of return on assets, future salary increases, mortality rates and future pension increases. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.

Impairment of Receivables

The calculation in respect of the impairment of debtors is based on an assessment of the extent to which debtors have defaulted on payments already due, and an assessment of their ability to make payments based on their creditworthiness. This was performed per service-identifiable categories across all classes of debtors.

Property, Plant and Equipment

The useful lives of property, plant and equipment are based on management's estimation. Infrastructure's useful lives are based on technical estimates of the practical useful lives for the different infrastructure types, given engineering technical knowledge of the infrastructure types and service requirements. For other assets and buildings management considers the impact of technology, availability of capital funding, service requirements and required return on assets to determine the optimum useful life expectation, where appropriate. The estimation of residual values of assets is also based on management's judgement whether the assets will be sold or used to the end of their useful lives, and in what condition they will be at that time.

For deemed cost applied to other assets as per adoption of Directive 7, management used the depreciated replacement cost method which was based on assumptions about the remaining duration of the assets. For deemed cost applied to land and buildings as per adoption of Directive 7, management made use of an independent valuator. The valuator's valuation was based on assumptions about the market's buying and selling trends and the remaining duration of the assets.

Intangible Assets

The useful lives of intangible assets are based on management's estimation. Management considers the impact of technology, availability of capital funding, service requirements and required return on assets to determine the optimum useful life expectation, where appropriate. For deemed cost applied to intangible assets as per adoption of Directive 7, management used the depreciated replacement cost method which was based on assumptions about the remaining duration of the assets.

Investment Property

The useful lives of investment property are based on management's estimation. Management considers the impact of technology, availability of capital funding, service requirements and required return on assets to

determine the optimum useful life expectation, where appropriate. The estimation of residual values of assets is also based on management's judgement whether the assets will be sold or used to the end of their economic lives, and in what condition they will be at that time. For deemed cost applied to Investment Property as per adoption of Directive 7, management made use of an independent valuator. The valuator's valuation was based on assumptions about the market's buying and selling trends and the remaining duration of the assets.

Provisions and Contingent liabilities

Management judgement is required when recognising and measuring provisions and when measuring contingent liabilities. Provisions are discounted where the effect of discounting is material using actuarial valuations.

Revenue Recognition

Accounting Policy 1.23.1 on Revenue from Non-Exchange Transactions and Accounting Policy 1.23.2 on Revenue from Exchange Transactions describes the conditions under which revenue will be recognised by management of the municipality.

In making their judgement, management considered the detailed criteria for the recognition of revenue as set out in GRAP 9: Revenue from Exchange Transactions and GRAP 23: Revenue from Non-Exchange Transactions.). Specifically, whether the municipality, when goods are sold, had transferred to the buyer the significant risks and rewards of ownership of the goods and when services are rendered, whether the service has been performed. Revenue from the issuing of spot fines and summonses has been recognised on the accrual basis using estimates of future collections based on the actual results of prior periods. The management of the municipality is satisfied that recognition of the revenue in the current year is appropriate.

Provision for Landfill Sites

The provision for rehabilitation of the landfill site is recognised as and when the environmental liability arises. The provision is calculated by a qualified environmental engineer. The provision represents the net present value of the expected future cash flows to rehabilitate the landfill site at year end. To the extent that the obligations relate to an asset, it is capitalised as part of the cost of those assets. Any subsequent changes to an obligation that did not relate to the initial related asset is charged to the Statement of Financial Performance.

Provision for Task Implementation and Back Pay

The provision at 30 June 2010 for Task Implementation represents the municipality's obligation towards qualifying officials as a result of a new national grading system for municipalities which came into effect on 1 October 2009. The calculation was based on the difference between the current basic salary compared to the basic salary as per new TASK grading. The difference between these two packages was backdated to the implementation date of the TASK grading system. The provision at 30 June 2011 for Back Pay represents the municipality's obligation towards Section 57 Directors as a result of an amendment in their employment contracts. The calculation was based actual remuneration paid versus the requirements of the amended packages.

Provision for Performance bonuses

The provision for performance bonuses represents the best estimate of the obligation at year end and is based on historic patterns of payment of performance bonuses. Performance bonuses are subject to an evaluation by council.

Provision for Staff leave

Staff leave is accrued to employees according to collective agreements. Provision is made for the full cost of accrued leave at reporting date. This provision will be realised as employees take leave. There is no possibility of reimbursement.

Pre-paid electricity estimation

Pre-paid electricity is only recognised as income once the electricity is consumed. The pre-paid electricity balance (included under payables) represents the best estimate of electricity sold at year end, that is still unused. The average pre-paid electricity sold per day during the year under review is used and the estimate is calculated using between 5 and 10 days' worth of unused electricity.

Componentisation of infrastructure assets

All infrastructure assets are unbundled into their significant components in order to depreciate all major components over the expected useful lives. The cost of each component is estimated based on the current market price of each component, depreciated for age and condition and recalculated to cost at the acquisition date if known or to the date of initially adopting the standards of GRAP.

TAXES – VALUE ADDED TAX

Revenue, expenses and assets are recognised net of the amounts of value added tax. The net amount of Value added tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

AMENDED DISCLOSURE POLICY

Amendments to accounting policies are reported as and when deemed necessary based on the relevance of any such amendment to the format and presentation of the financial statements. The principal amendments to matters disclosed in the current financial statements include fundamental errors, and the treatment of assets financed by external grants.

INFORMATION & COMMUNICATION TECHNOLOGY

The ICT Software used by Senqu Local Municipality is summarized in Table below:

Table 61: ICT software

Company	Programme	Application
Sebata	Sebata Financial Management Solutions	Sebata Consolidated Billing
		Sebata Ledger
		Sebata Payroll
		Sebata Assets
		Sebata Stores
		Sebata Cashbook
		Sebata Financial Management

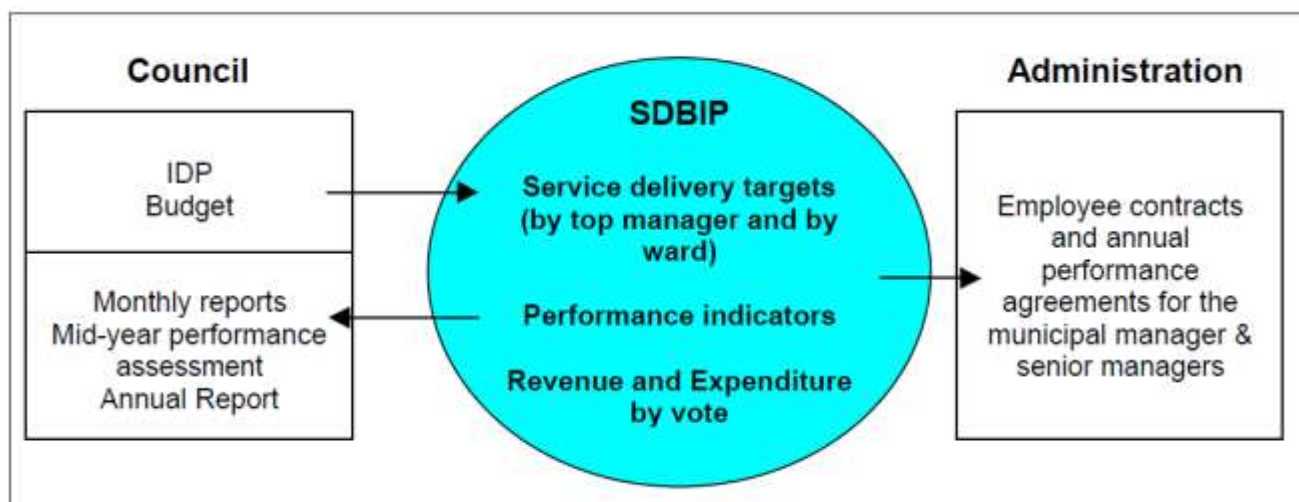
		Solutions
Microsoft	MS Office	MS Word MS Excel MS PowerPoint MS Publisher Adobe MS Outlook
Sophos	Sophos Protection	Sophos Antivirus
Standard Bank	Standard Bank Business Online	Standard Bank Business Online Electronic Banking
SITA	eNatis	Motor Vehicle Registration

Source: Senqu Municipality

THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS.

The requirement for a SDBIP is stated in the MFMA, Section 69.3 (a) and is the responsibility of the Municipal Manager.



The SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes in detail the approach to SDBIP's. Basically there is a high level SDBIP for the purpose of high level monitoring by stakeholders, backed by full detail all the way to the individual employee.

Starting from the top (the Municipal Manager), all staff operate under KPI's within the identified KPA's. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level every vote could be aligned to an IDP strategy and some KPI's. These then form the basis of future monthly and in year reporting. The draft SDBIP is contained in Annexure 8.

VALUATION ROLL

The Municipal Valuation date is the 1st of July 2012, thus all valuations must this be completed before the 31st of January 2012. In terms of The Municipal Property Rates Act of 2004, Chapters 4, 5, 6 and 7 a municipal valuation process of all properties within a municipal jurisdiction must be completed by a municipality within the ambit of this Act (MPRA) given due consideration to rights of community members and the municipality/municipal valuator which will conduct the valuation process.

In order to achieve the above an informative consultation process with community members will be embarked upon explaining activities to be performed by the municipal valutors and the rights of community members regarding the entire valuation process. This informative consultation process will also afford community members an opportunity to gain clarity on any uncertain matters which they might have. All meeting dates and places will be formally advertised and placed on notice boards in municipal offices.

It is expected that meetings will take place either in the last week of September 2012 or the first week of October 2012. Formal dates for meetings to be held, will be decided upon at a meeting with the Municipal Valuator on the 11th of September 2012 and published in newspapers and notice boards on the 12th of September 2012. This has been done and the process of lodging objections closed on the 26th March 2013.

In conclusion the new updated valuation roll will be implemented in the 2013 – 2014 budget year and the updated valuation roll to be implemented in the 2013 – 2014 budget year. Yearly Supplementary Valuation Rolls are being conducted in years that general valuation does not take place

INTERNAL CONTROLS

The municipality has an effective internal control system in place as evidenced by its VUNA award for 3 consecutive year's unqualified audit. All issues relating to the audit are addressed in Chapter 5

Risk management is conducted on an annual basis by the IPME department and risk assessment reports generated quarterly per department.

SUPPLY CHAIN MANAGEMENT

Senqu has three committees viz the Specification/Evaluation Committee which ensures that the specifications are correct and in line with scm legislation and approves them for tender advertisements. The Committee also evaluates bids once tenders have closed and forwards their recommendations to the Adjudication Bid Committee. The second committee is the Adjudication Bid Committee that makes the final decision on tenders except for tenders above R 10 million. The specifications and evaluation committee are combined as this assists with administrative efficiency.

The Unit consists of 5 staff members who handle bids, demand management, contract management as well as managing the database and issuing orders. The Unit assists the Compliance and Governance Manager to monitor the performance of suppliers and bidders. The turnover rate of the procurement process is not accurately measured but normally takes about 3 months from specification to appointment.

Contract Management is shared between the Unit and the officials who requested the service and Corporate Services who archive the signed contracts.

SCOA STANDARD CHARTER OF ACCOUNTS

The Municipal Council has taken a resolution to execute the SCOA project.

The Municipality established a SCOA Steering committee and is in the process of the restructuring of the Organogram to fit into the SCOA requirements.

CHAPTER NINE: PERFORMANCE MANAGEMENT SYSTEM

MONITORING & EVALUATION SYSTEM & UNIT

The M& E unit consists of the Manager Governance and Compliance with a risk management Officer and an intern. The Unit is responsible for the development of the Institutional SDBIP, departmental SDBIP, S56 Managers scorecards and that of the line managers' scorecards. In order for administrative efficiency the PMS scorecard is combined with the SDBIP so that only one report is received. The SDBIP, PMS and IDP objectives, strategies, indicators and targets are aligned on an annual basis.

Particular care has been paid to this in 2012/13 and 13/14 in order to avoid the AG's comments on 11/12 that the SDBIP targets were poorly worded thus making it difficult to determine whether the target had been met. The AG also claimed that the IDP objectives did not match those of the SDBIP and PMS. This was due to a change of wording which has been addressed and now the wording is the same in all documents.

The evaluations for the 2011/12 financial year are still being completed in line with the PMS policy which states that Directors will only be formally assessed once the final annual report is approved. It is therefore impossible to accurately state what percentage of the SDBIP targets was met.

In order to verify that targets are met, the responsible individuals submit quarterly reports with their portfolio of evidence to the Head of Department who checks it and submits it to the Manager Governance & Compliance. It is checked and a quarterly assessment is carried out. Formal assessment is only done in the second and fourth quarter.

MPAC

The MPAC has been trained again just to ensure that members are fully conversant with their roles and responsibilities. The Committee meets and discusses the departmental quarterly reports submitted by Directors and develops an annual S 46 report on performance assisted by the Manager Compliance and governance. As MPAC has improved its capacity so has its ability to interrogate the evidence provided by directors to support that

targets have been met. As a result in the 2013/14 financial year the compliance with reporting and submitting of evidence has been much improved.

PMS IMPLEMENTATION AND ROLL OUT

The Municipality has implemented an organisational PMS as per the policy adopted in 2009. However roll out to Managers below S56 has been delayed due to the limited functioning of the local labour forum which fails to sit regularly. In addition the lack of job descriptions for all posts and implementation of the organogram hindered the process as well. As a result the developed roll out plan has not been implanted. It is however planned that the PMS will be implemented to line managers in 2013/14.

ABRIDGED PERFORMANCE MANAGEMENT POLICY

The policy was adopted by Council on the 3rd July 2009.

• Applicability

This policy will be applicable to the following employees:

- All s56 Managers duly defined as per s56 of the Municipal Systems Act No 32 of 2000.
- All other Managers and staff who have negotiated fixed-term contracts;
- All other employees within Senqu Municipality for whom this policy is currently applicable in terms of the approved roll-out plan.

• Governance Issues

This policy and framework will be guided by the following governance and supporting structures:

- Council (required to adopt this policy);
- The Municipal Manager who facilitates the review and amendment of this policy;
- The Municipal Manager who assumes responsibility for the management and administration of performance management application; and
- The Performance Management Audit Committee and in their absence the Audit Committee.

PHASES WITHIN THE PERFORMANCE MANAGEMENT CYCLE

The Performance Management Cycle is an annual cycle, which extends from 1 July to 30 June, during which time performance is measured against performance targets. Through the process of planning, steps are taken to “plan” and set performance targets for the period under review. These targets will be ultimately linked to the achievement of the IDP objectives, which represent the targets of the Municipality as a whole.

These targets in turn, are reflected within the Municipal Scorecard (as high-level strategic objectives) which is further translated into departmental objectives (as reflected also within the SDBIP's or Service Delivery Budget and Implementation Plans. These, in turn, are translated into plans, which become increasingly operational, as they cascade from the senior Managers down to the lower levels. Each “subordinates” scorecard (depicting performance objectives and performance indicators) are drawn from the Manager's scorecard immediately above.

Linking employee Performance Management System to Human Resources Development

Every employee is required to have Action / Personal Development Plan (PDP) that is prepared at the end of the formal performance review. These plans should form a key part of the skills development planning process. Individual learning plans provide the opportunity for managers/supervisor and employees to jointly identify training and development needs in order to improve job performance and to support individual development.

The individual learning plan, which must be completed annually, records the actions agreed to improve performance and to develop skills and competencies. It must be developed to improve the ability of the employee in their current job but also to enable employees to take on wider responsibilities and extend their capacity to undertake a broader role where appropriate. Where applicable it should also contribute to enhancing the potential of individuals to carry out higher level jobs. This plan contributes to the achievement of continuous development of employees within the Municipality. Action/ Personal Development Plan should be used by the head of department to develop a comprehensive departmental skills plan. Managers are encouraged to use development activities other than training courses when preparing the learning plan. Such development activities may include:

MEASURING EMPLOYEE PERFORMANCE

The criteria to measure an employees performance will be reflected on the scorecard as outputs (or agreed upon objectives, i.e. targets). This describes exactly what was required to be achieved during the year.

Performance Indicators for each output will be provided and will detail the evidence that will be required to assess whether or not the employee has achieved the required objective.

The Inputs are reflected as the knowledge, skills and behaviour required in order achieving these objectives i.e. the inputs or behaviour required.

Actual performance will be evaluated on evidence provision and a Portfolio of Evidence will be required to be presented for each individual in order to substantiate the achievement or non-achievement of required

performance in all areas highlighted within the scorecard. A column entitled “Reason for Deviation” will be completed to indicate reasons for over or under achievement, so that ratings may be made within context.

WEIGHTINGS AND INDICATORS (Technical, CMC's and CCR's)

Indicators or inputs will be weighted according to the impact within each Key Performance area on the scorecard. As a standard rule of thumb and to ensure a balanced scorecard-type approach to performance management, 80% of the final score will be made up of the Technical Key Performance Areas for the position in question. CCR's (cross-cutting results) or Core Management Competencies (CMC's) will account for 20% of the final score. KPA's are scored out of 160 points for the technical aspect of the position and 40 points are allocated to the CMC's or CCR's. As in the case of all indicators, these inputs will detail the required targets and the evidence required in order to measure actual performance achieved against the desired objectives.

THE FINAL ASSESSMENT (June/July)

The final assessment for the Performance Cycle occurs during July (after the July – June annual term), however no ratification and payment of bonuses may be concluded until the Annual Report for the same period under review has been submitted to and ratified by Council.

The Performance Review Panel (Final Review)

The constitution of the Performance Management System Evaluation Committee will be as follows:

- Municipal Manager
- Mayor
- Portfolio Councillor for Corporate Services
- Portfolio Councillor for Budget & Treasury

Note: Should the Mayor not be able to attend, two (2) different Portfolio Councillors may be appointed to take his/her place.

- All s56 Managers
- Performance Management System Facilitator

It must be noted that all the s56 Managers will form part of this Evaluation Committee and will be part of the panel that reviews each Manager, including the Municipal Manager, in this way ensuring that a Peer Review takes place.

The Performance Management System Facilitator is appointed externally and it will be required of this person to remain responsible for monitoring and facilitating the process of review.

This person will consolidate the final results that will be presented to the Chairman for ratification and for final presentation to the appointed Audit Committee for approval and verification.

Note: The constitution of this panel will be required to change for lower levels and this reflects the level for s56's; Departments shall submit to the Top Management Meeting how their panels shall be constituted. Should there be a deviation to the panel constitution for any reason council must ratify such deviation

Portfolio of Evidence

Managers and staff will be required to provide evidence to support any formal evaluation of performance and will prepare for assessment meetings accordingly. It is critical to ensure that documentary evidence to support performance achieved, is obtained and filed in a folder termed a *Portfolio of Evidence*. This document is made available to both the Evaluation and Audit Committee, so that assessment results are able to be justified. SDBIP's may be used as supplementary evidence.

Recognition and Qualifying for Bonuses

s56 Employees

The Municipal performance regulations for s56 Managers promulgated in August 2006 in respect of the management of performance evaluation outcomes indicate that a performance bonus ranging between 5% and 14% of all-inclusive remuneration package may be paid in order to recognize **outstanding** performance.

Special Cases (s56)

S56's that entered into contracts prior to implementation of the Regulations Performance management system are treated as special cases in terms of section 39(2) of the regulations. One aspect of the contracts deal with payment of performance bonuses up to 20% ,in terms of contract arrangement this remains applicable. In determining the performance bonus, it must be noted that the relevant percentages will be required to be based on the overall rating calculated by using the applicable assessment rating calculator. Accordingly:

Special Cases

RATING	ASSESSMENT SCORE	PERFORMANCE REWARD
5	81 - 100	Total Package x 20% (full bonus)
4	66 - 80	Total Package x 20% x percentage (%) obtained in formal evaluation
3	51 - 65	Total Package x 20% x percentage (%) obtained in formal evaluation
2	36 - 50	Total Package x 20% x percentage (%) obtained in formal evaluation
1	Less than 35	No Reward

Other s56 Managers (In terms of Municipal performance regulations promulgated in August 2006)

- A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9% and

- 150 and above is awarded a performance bonus ranging from 10% - 14%.

On the “new” performance management system the Managers need to have their bonus worked out on the sliding scale framework. This score is now out of 200 points. Their bonus should be scored as follows :

Score / 200	% Bonus
130 (65%)	5
134 (67%)	6
138 (69%)	7
142 (71%)	8
146 (73%)	9
150 (75%)	10
154 (77%)	11
158 (79%)	12
162 (81% - 82 %)	13
166+ (83% +)	14

The KPA's must constitute 80% of the final score and the CCR's must constitute 20% of the final score. This means that the KPA's must be scored out of 160 and the CCR's must be scored out of 40 points.

Scoring

If the KPA's received an individual score based on the 5-point rating scale, then you would determine the weighted scores as follows :

Example :

If there were 6 individual indicators under a specific KPA, you use the 5-point rating scale for each individual indicator. If you scored 19 points out of a possible 30 (6 individual indicators multiplied by 5) and the weighted score was out of 15, the following is the method to calculate the final weighted score for the indicator : 19 divided by 30 multiplied by 15 = 9.5.

Merit Increases (s56)

Merit increases for Section 56 (special cases included) employees are determined by performance against targets. Once performance criteria have been established, performance targets are reviewed regularly. At the end of the financial year, actual performance is compared against the agreed performance targets to determine the

magnitude of the merit increase. The merit increase is calculated as a percentage of the total annual package of the employee, as indicated in the table hereunder.

Score / 200	Merit increase
130 to 141 (65%70%)	1% of total package
142 to 149 (71% - 74%)	2% of total package
150 to 161 (75% - 80%)	3% of total package
162 to 165 (81 – 82%)	4% of total package
166+ (83% +)	5% of total package

Budgetary provision must be made on an annual basis for the payment of performance bonuses and merit increases as indicated above.

All other employees

Bonuses will be awarded between 2% and 5% of the total package.

- 80% achievement i.e. scores of 160 and above will be entitled to a performance bonus of 5%.
- 75% - 80% i.e. scores of 150 to 159 will receive a bonus of 4%.
- 73% - 75% ie. scores 146 to 149 will receive a bonus of 3%; and
- 70% - 72% ie. scores of 140 to 145 will receive a bonus of 2%.

Scores of below 70% will not receive a bonus.

Merit Increase (Employees below s56)

Merit increases for employees below s56 will be phased in once the neccassary Budgetary provisions have been made and only employees achieving 80% and above will receive 1% of total package as a "once off" payment in lieu of a merit increase.

MANAGEMENT OF POOR PERFORMANCE

Poor performance will be required to be managed through ongoing coaching, however, formal coaching is required to be conducted during the September and March reviews.

Failing the required improvement in performance, the employees will be managed as per the terms of their performance contracts and agreements (as per s56 and fixed-term contract positions) whilst other employees will have performance managed as per the Disciplinary and Grievance Procedure and Code.

ANNEXURE 1: MUNICIPAL SECTOR PLANS, POLICIES & BY LAWS

PLANS	STATUS
Senqu Spatial Development Framework,	Reviewed 2013 from 2009. Adopted 28 May 2013 review. This is the last review of the document. A new document will be drafted in the 2014/15 financial year.
Detailed Disaster Management Plan	Adopted 29 April 2011
Land Use Management Framework	Principles contained in SDF
Land Use Management System	Principles contained in SDF
Integrated Waste Management Plan	Adopted June 2013
Air quality management plan	No as not a licensing authority
Environmental Management Plan	Yes as part of the Joe Gqabi District Municipality Environmental Management Plan 2011. The plan ensures that all resources are utilised in a sustainable manner
3 year financial plan	Yes and draft adopted 30 March 2012
Work Place Skills Plan	Yes done annually
Employment Equity Plan	Yes done annually
HR Strategy	Yes done annually
Organogram	Adopted May 2012
PMS framework and policy	Adopted 2010. Revised 2011 and draft adopted 11 March 2011
A. Water Service Development Plan (all WSAs) B. Water Resources Plan C. Forestry Plan	Not applicable but utilised information from JGDM WSDP 2010
Integrated Transport Plan	Not applicable as not transport authority but utilised JGDM revised ITP 2010
Housing Plan	Adopted 2011
Energy Master Plan (Electricity Master Plan)	Not applicable as not a REDS
Local Economic Development Strategy/Plan	Adopted June 2013
Infrastructure Investment Plan (EPWP)	Yes as part of the CIP and EPWP but will be changed

PLANS	STATUS
Area Based Plans (Land Reform)	Not applicable as done for DM's but utilised JGDM ABP 2010
Anti-Corruption Strategy	Yes
Municipal turnaround strategy	Yes but completed
Tourism Plan	Adopted 31 January 2013

MUNICIPAL POLICIES CORPORATE SERVICES

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
1. Integrated Human Resources Development Strategy	30/11/2010	Due for reviewal	HR, Corporate Services
2. Leave	30/11/2010	To be adopted by Council on 03 July 2013	Corporate Services
3. Recruitment and Selection Policy	27/03/2013	Annually	Corporate Services
4. Bursary	25/09/2007	To be adopted by Council on 03 July 2013	Corporate Services
5. Promotion, Demotion and Transfer policy	27/03/2013	Annually	Corporate Services
6. Occupational Health and Safety	20/09/2007	Due for review	Corporate Services and OHS Committee
7. Telephone Usage	27/03/2013	Annually	Corporate Services
8. Cellular phones & 3 G policy	27/03/2013	Annually	Corporate Services
9. Career Development and succession Planning	30/11/2010	Due for Reviewal	Corporate Services and Training Committee
10. Remuneration	30/11/2010	To be adopted by Council on 03 July 2013	Top Management / Corporate Services
11. Subsistence and Travel Allowance	27/03/2013	Annually	Corporate Services
12. Standby and Overtime	20/09/2007	To be revoked – included in remuneration policy	Corporate Services
13. Employees Assistance Programme	11/2005	Due for reviewal	Corporate Services
14. Relieving Allowance Policy	11/2005	To be adopted by Council on 03 July 2013	Corporate Services
15. HIV/Aids Policy	11/2005	Due for reviewal	MMS' Office and Corporate Services
16. Code of Conduct For Staff Members	2005	Due for reviewal	Corporate Services
17. Sexual Harassment	11/2005	Due for reviewal	Corporate Services
18. Relocation	27/03/2013	Annually	Corporate Services
19. Employment Equity	09/2010	Due for reviewal	Corporate Services

Policy			
20. Scarce Skills Remuneration Policy	2010	To be adopted by Council on 03 July 2013	Corporate Services
21. Exit Interview Form	11/2005	Due for reviewal	Corporate Services
22. Fleet Management Policy	July 2009	Due for reviewal	Corporate Services
23. Housing Subsidy Scheme	November 2005	Due for reviewal	Corporate Services
24. Inclement Weather	February 2005	Due for reviewal	Corporate Services and OHS Committee
25. Confidentiality of Information and Classification Policy	11/2005	Due for reviewal and Approval	Corporate Services
26. Business Continuity Plan		Due for reviewal and Approval	Corporate Services
27. Termination of Employment		To be adopted by Council on 03 July 2013	Corporate Services
28. Central registry Manual	27/03/13		Corporate Services
29. Records Management Policy	27/03/13		Corporate Services
30. Access to information Manual	27/03/13		Corporate Services
31. Housing Policy	27/03/13		Corporate Services

FINANCE

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
32. Supply Chain Management	30 June 2006	Annually 28 May 2013	Corporate and Finance
33. Credit Control & Debt Collection	11/2005	Annually 28 May 2013	Corporate and Finance
34. Cash Management Banking and Investment Policy	11/2005	Annually 28 May 2013	Corporate and Finance
35. Asset Management and Insurance Policy	28 May 2013	Annually	Corporate and Finance
36. Rates and valuation policy	11/2005	Annually 28 May 2013	Corporate and Finance
37. Information System Security/ IT Policy	13/02/2009	Annually	Corporate and Finance
38. Tariff and Services Policy	2007/03/30	Annually 28 May 2013	Corporate and Finance
39. Free Services and Indigent Subsidy Policy	28 May 2013	Annually	Corporate, Technical and Finance
40. Credit Card Policy	No dates on the policy	Due for review	Corporate and Finance
41. Borrowing, funding and reserve policy	28 May 2013		Corporate and Finance
42. Disaster Recovery Plan	2012/02/22		Finance
43. Tariff and Service Policy	2012/03/20		Finance
44. Disaster Recovery Plan	2012/01/22		Finance
45. IS Security Policy	2012/03/23		Finance

IPME

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
46. Customer Care Policy	11/12/12	Annually	Corporate and IPME
47. LED Strategy	June 2013	Annually	Corporate and IPME
48. Communication & Information Disclosure	11/2005	Annually	Corporate and IPME
49. Performance Management Policy	3 July 2009	Annually	Corporate and IPME
50. Code of Conduct for councilors	2005	Annually	Corporate and IPME
51. IDP & Budget Policy	2013	Annually	Finance & IPME
52. HIV & Aids Strategy	27 March 2013		Corporate & IPME

MUNICIPAL MANAGER'S OFFICE

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
53. Fraud and Management Policy	14/08/2009	Annually	Corporate and MMs' Office
54. Grant In Aid	02/2007		Corporate and MMs' Office
55. Risk Management and Frame Work	25/ 06/ 2009	Annually	Corporate and MMs' Office
56. Audit Charter	25/06/2009	Annually	Corporate and MMs' Office
57. Delegation Framework and Register	2008	Due for reviewal	Corporate and MMs' Office
58. Notice of Gathering			Corporate and MMs' Office
59. Internal Audit Plan	2011/06/30		Corporate and MMs' Office
60. Declaration of Interest Guide/ Policy	2006/03/31		Corporate and MMs' Office
61. Affirmative Action and Employment Equity Frame Policy	No dates on the policy	Annually	Corporate and MMs' Office
62. Gender Equity Policy	No dates on the policy	Annually	Corporate and MMs' Office
63. Public Participation Policy	2009	Annually	Corporate and MMs' Office
64. Fraud Prevention Plan	December 2008	Annually	MMs' Office
65. Promotion of Access to Information Act of 2000 Manual	No dates found in the policy	Due for Review	MMs' Office
66. Framework for use , management and maintenance of Mayoral vehicle	1 October 2013		MM's Office

TECHNICAL SERVICES

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
67. Standard Operating Procedures			Technical Services and Corporate Services

68. Subdivision, rezoning consolidation and building policy	2009/07	Annually	Corporate and IPME
69. Spatial Development Framework	2009	28 May 2013	Technical Services
70. Housing Scheme / Subsidy Policy	2005/11		IPME and Corporate Services

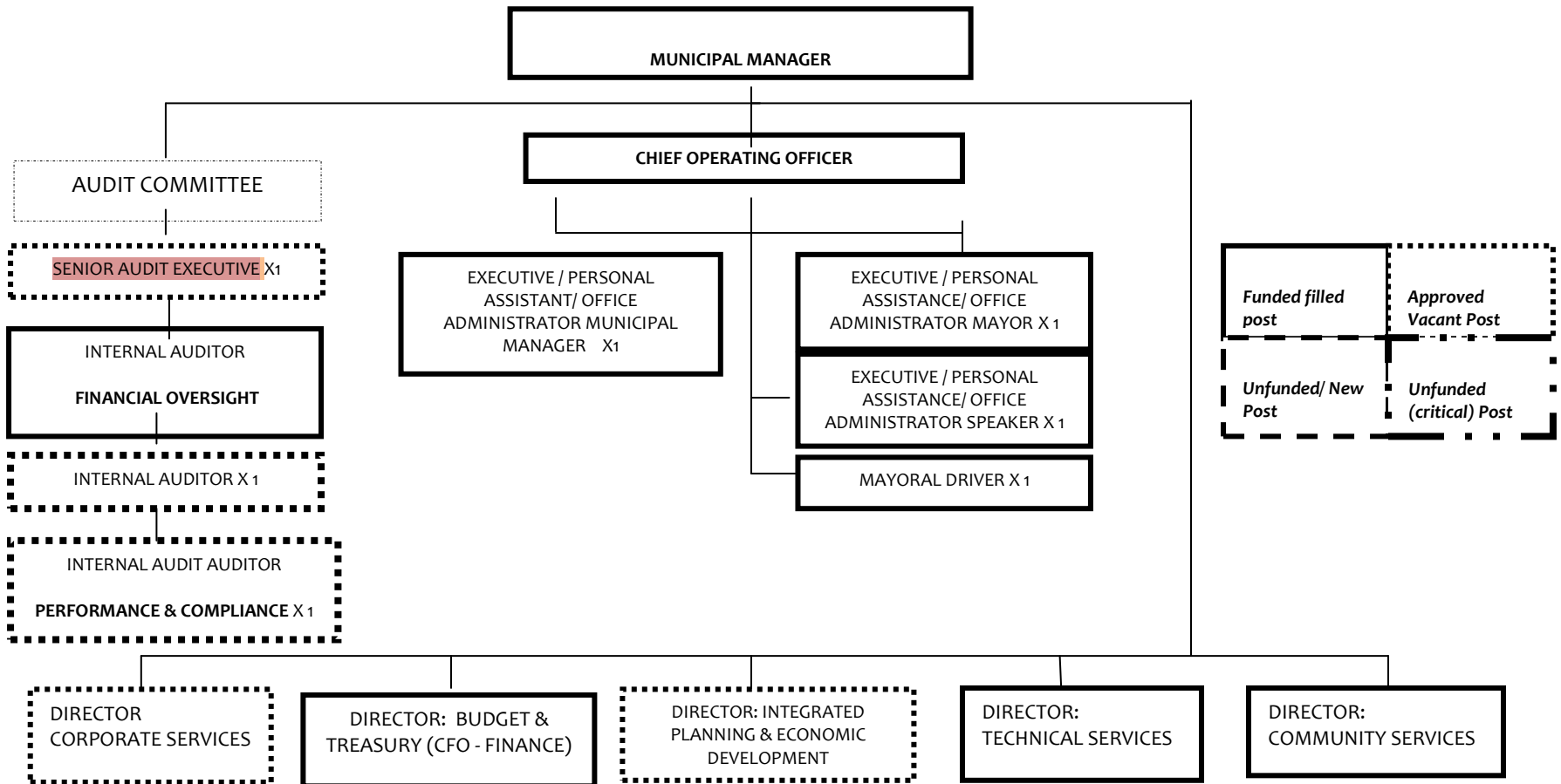
COMMUNITY SERVICES

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
71. Pauper Burial	18 March 2010		Community and Corporate Services
72. Waste Management Policy			Community and Corporate Services
73. Catering Policy	30 September 2011		Community Services
74. Use of Municipal Facilities	Still to be approved by the Council.		Community Services

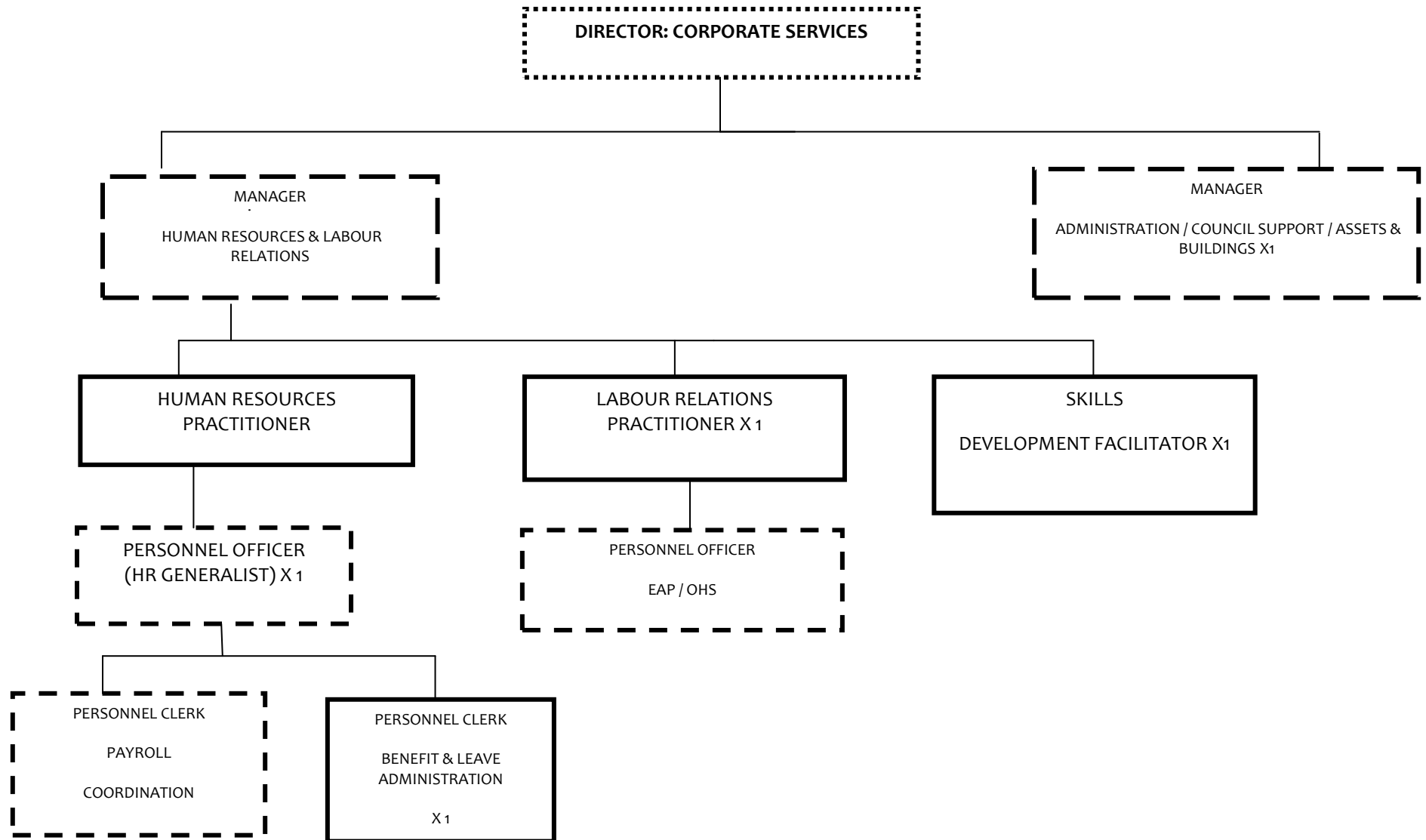
BY LAW 2005/2/09	SUBJECT
Abattoirs	Abattoirs
Advertising signs and the disfigurement of the front or frontages of streets	Advertising signs and the disfigurement of the front or frontages of streets
Air pollution	Air pollution
Airport	Airport
Animals, birds and domestic pets	Animals, birds and domestic pets
Building control regulations	Building control regulations
Business and street trading	Business and street trading
Cemeteries	Cemeteries
Childcare services	Childcare services
Commonage	Commonage
Community Fire services	Community Fire services
Corporate Identity	Corporate Identity
Dumping and littering	Dumping and littering
Electricity supply	Electricity supply
Keeping of dogs	Keeping of dogs

BY LAW 2005/2/09	SUBJECT
Liquor trading	Liquor trading
Municipal Honours	Municipal Honours
Noise pollution	Noise pollution
Preparation of foods at registered private kitchens	Preparation of foods at registered private kitchens
Prevention of nuisances	Prevention of nuisances
Public amenities	Public amenities
Public roads	Public roads
Road Traffic	Road Traffic
Street Lighting	Street Lighting
Taxi ranks and Taxi ranking	Taxi ranks and Taxi ranking
Unightly & Neglected Buildings and premises	Unightly & Neglected Buildings and premises
Ward committees	Ward committees
Water supply sanitation services	Water supply sanitation services

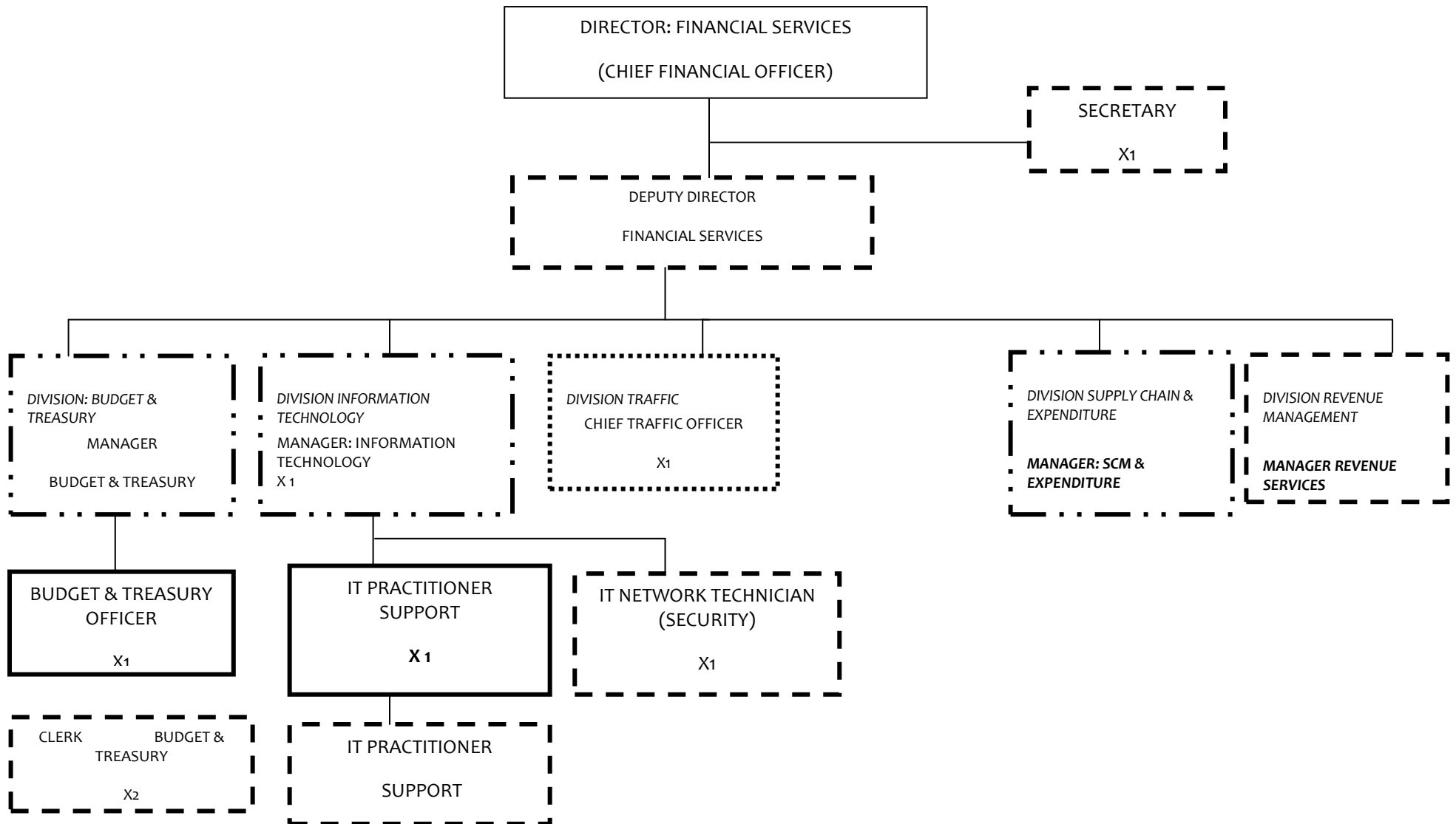
ANNEXURE 2: ABRIDGED ORGANOGRAM



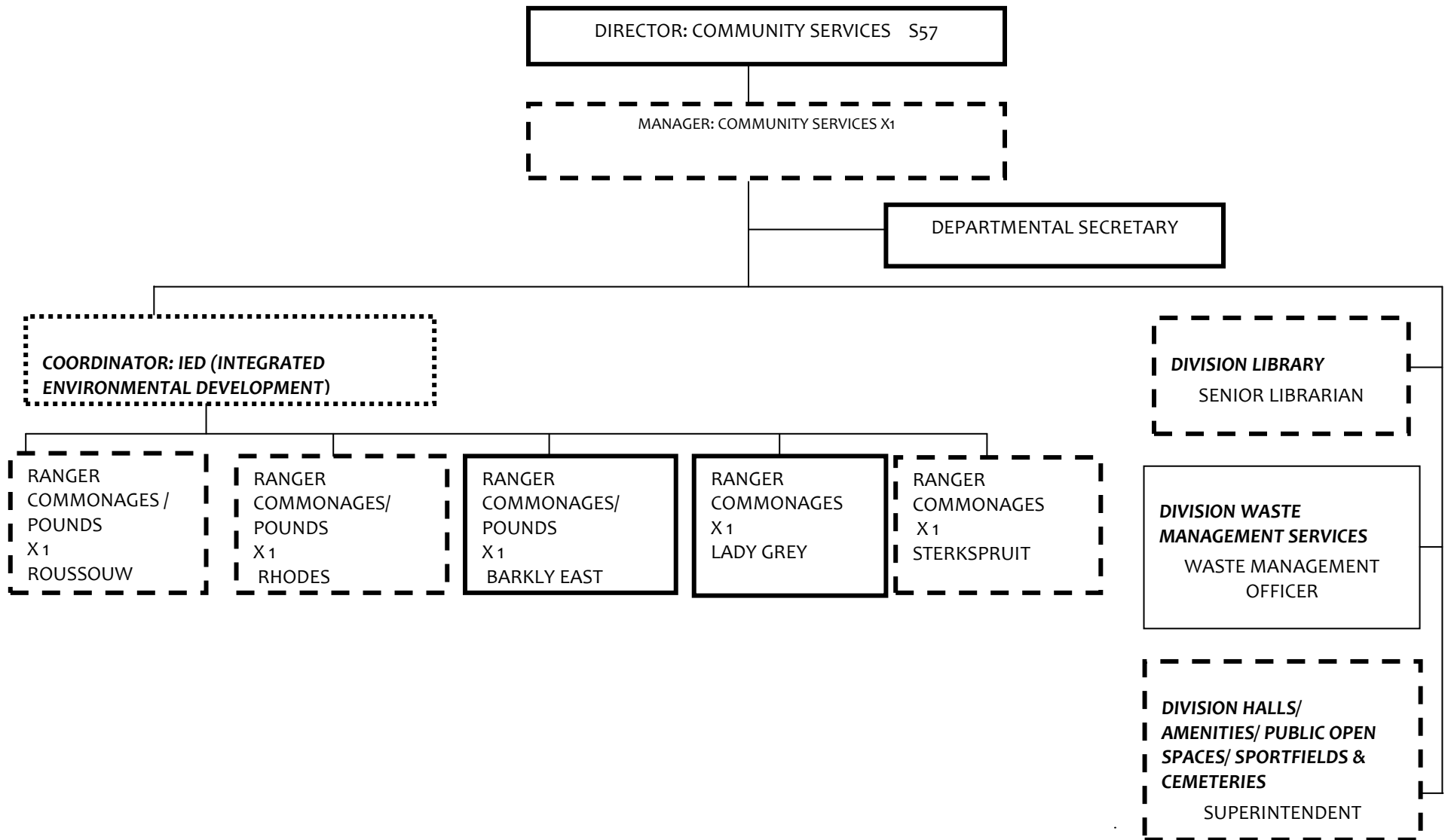
CORPORATE SERVICES



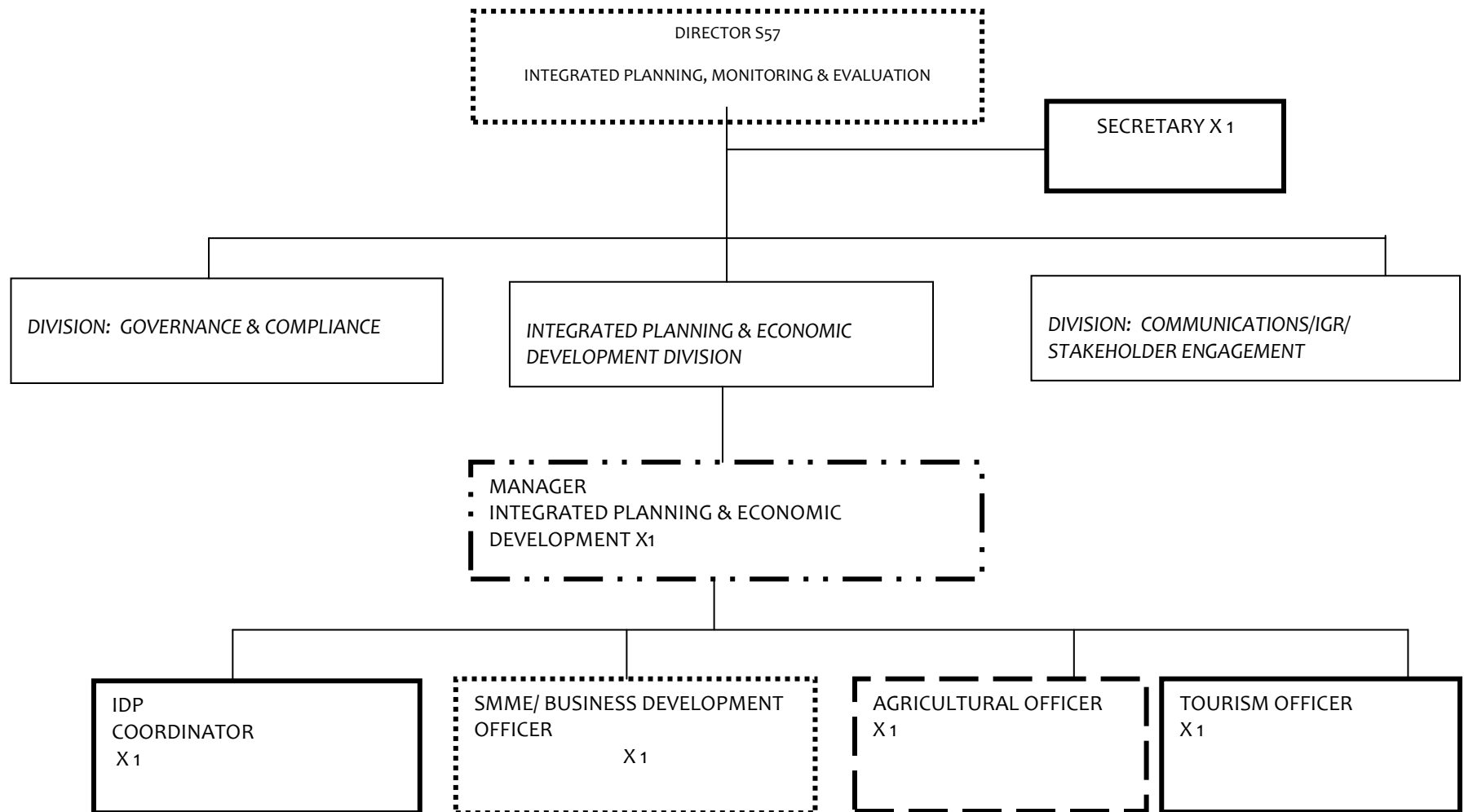
FINANCIAL SERVICES



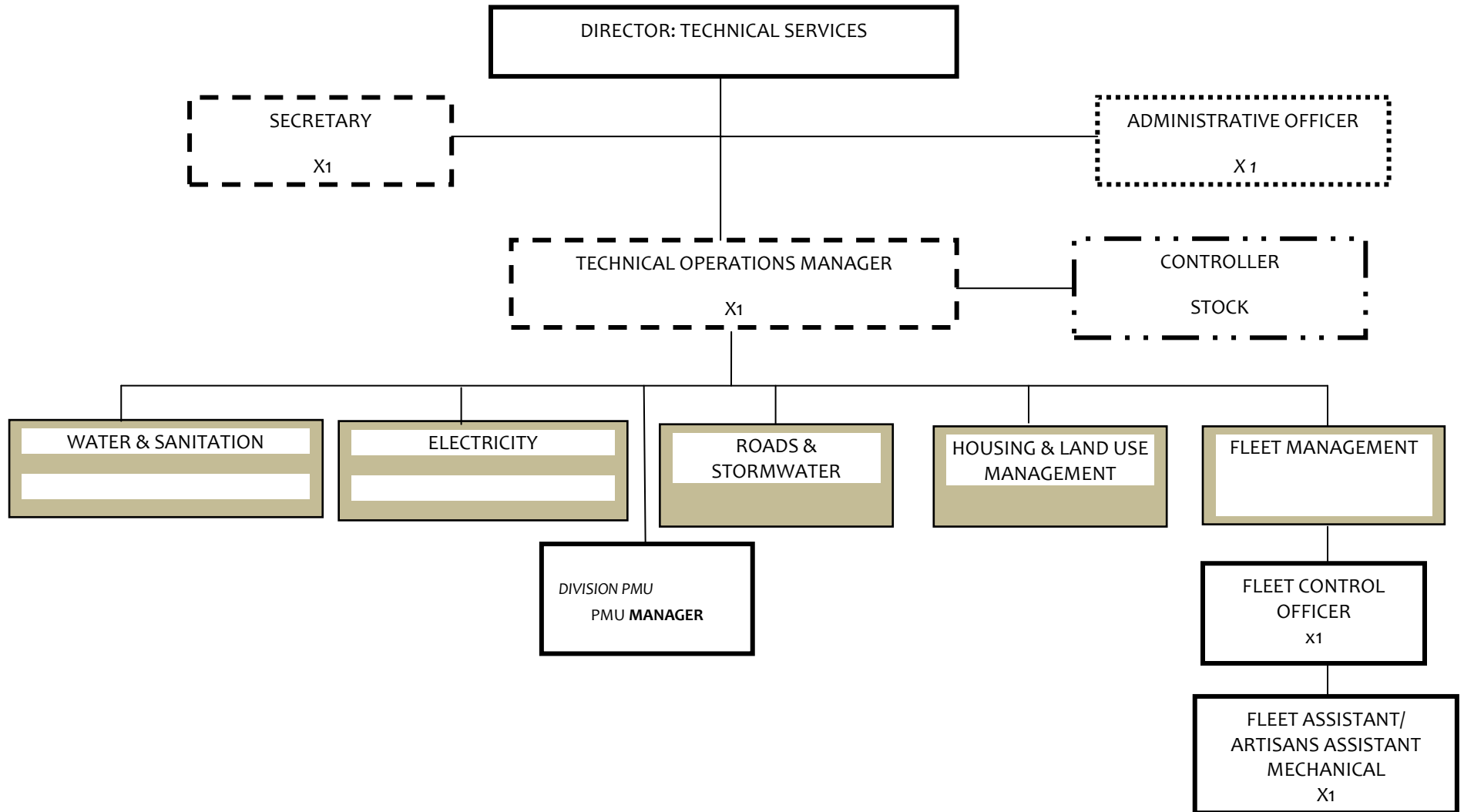
COMMUNITY SERVICES



INTEGRATED PLANNING MONITORING & EVALUATION



TECHNICAL SERVICES



ANNEXURE 3: STAKEHOLDER REGISTER**Senqu Community Stakeholder Register****2013/14**

Organisation	Contact Person	Contact details
AGRICULTURE		
Clanville Boere Vereeniging	JVA Greyling M.J.Greyling	045 9421005 045 9421009 ricksu@nokwi.co.za mjakang@ananzi.co.za
Hershel Farmers Support Centre	B.W.Mafantir	076 1304682
Transvaal Agricultural Union (TAU SA)	J.Schoeman	083 6510739 P.O.Box 263 Barkly East 9786 jacoschoeman@telkomsa.net
Small Farmers	Ntsokolo Dyasi	078 7589522
Barkly East Small Farmers	Thobile Yalezo Thembinkosi	073 1902622 078 2089281
NAFU SA	Siyanda Chitha Caleb Nxele	079 0319110 sgsiyanda@webmail.co.za 072 5526357
Senqu Farmers Association	Mr. Gielie Greyvenstein	082 921 7061 or 0459719100 (F) gpgboerdery@xsinet.co.za
COMMUNITY ORGANISATIONS		

Organisation	Contact Person	Contact details
Council of Churches	Nombuyiselo Mjobo-Spambo	076 9119032 P.O.Box 124 lady grey 9755
SACC - YF	Mxolisi Sonti	mxolisisontis28@gmail.com 072 4221753
JSC	Wiseman Ntshwaxu Zabevuya Matyebo	072 1328781 tawise@webmail.co.za 078 3999461
LGCBO	Mbulelo Nomaxhayi S.Makafani	079 8401315 073 2222379
LGTA	Porelo Dikobo	073 8609255
Sport Forum	Phumla F.N. Dawule Bongeka Mzangwe F.Mzangwe Z.Khoba	078 3624731 073 6437962 078 1845903 072 4876820
Senqu Youth Council	Mr. Velile Stokwe Chair Nomfundo Gcinisa (Deputy) Siyabulela Mei (Sec)	073 9678083 074 7307571 083 4754127
RATEPAYERS		
Lady Grey Ratepayers Association	P.C.Wood	082 5769009
BUSINESS		
GLS Shop Mehlomakulu	Gloria N Moseleuyama	082 8470350
	S.L.Q Busakwe	P.O.Box 10 Sterkspruit 9762 Luvuyo.busakwe@impilo.ecprov.gov.za
Khula Bhele	B.T Mpelwane	08 7323405
Sakhikamva Co-op	Matsepang Mandrew	072 1356228
Sterkspruit brick makers	A.K.Gebuza	073 8327084

Organisation	Contact Person	Contact details
	Mlamli Kongisa	073 0715534
Masiphilisane	Ntombizanele Matuka	073 6127158
Thusanang	Deneo Potlaki	073 0305589
Senqu WEE	P.C.K.Oldjohn	073 0353634
Aligeo guest House		073 6298642
BMS Pollaspot Complex Projects Co-op	Ras Luther	083 4221659
Lady Grey	S,Mputhi M.Mkmethwa	072 1902328 078 4610678
Masabelane	N.P.Kongisa Z.L.Bikizana	073 3816836 076 406260
Refefgotso Construction	E. Moketsi	072 9107195
Sterkspruit Business Forum	Welile Mbolekwa Chairman	Tel: 051 004 0053 Fax: 086 542 9381 Email: welile@sharpaxemedia.co.za welile@msn.com Mobile/cell : +2783 692 6514
WARDS		
Community Development Workers	Nomngqophiso Shumane (Ward 1) Nomfundiso Mvula (Ward 2) <i>Deceased</i> (Ward 3) Sichumile Ndluzele (Ward 4) Thekanti Lamani (Ward 5) Poelo Dikobo (Ward 6) Sindiswa Tyesi (Ward 7) Coceka Mpu (Ward 8) Noluthando Mqungquthu (Ward 9) Thembeka Setlai (Ward 10) Hlalele Sereba (Ward 11) Caswell Nyongwana (Ward 12) <i>Deceased</i> (Ward 13) Lieketseng J.Marai (Ward 14)	073 8380516 083 9580116 073 730 7230 073 273 9407 073 860 9255 073 730 7230 079 656 1123 079 206 0924 072 315 0112 078 757 2858 078 571 9823 078 652 4089 072 959 7488 079 260 3899

Organisation	Contact Person	Contact details
	Mongezi Motleleng (Ward 15) Vuyani Letlaka (Ward 16)	
Senqu Ward Committee	M.V.Odendaal V.D.Mngezana	083 4032376 073 20552136
Traditional Leaders	Chief Manxeba Chief Nkopane Chief Vukani Chief Kakudi	084 7477 313 078 119 3777 078 253 4011 076 847 1099

ANNEXURE 4: CUSTOMER CARE

Customer Service Policy Statement: Providing Goods and Services to Residents of Senqu Municipality

1. Our mission

The mission of Senqu Municipality is to provide community services that enhance our valued quality of life through equitable delivery of services; effective stewardship of our unique physical environment; cooperative planning and resources development and fiscal responsibility."

2. Our commitment

In fulfilling our mission, Senqu municipality strives at all times to provide its goods and services in a way that is transparent, affordable, efficient, effective and relevant to the individual residents' need and respects their dignity and independence.

3. Providing goods and services

Senqu Municipality is committed to excellence in serving all customers including people with disabilities and we will carry out our functions and responsibilities in the following areas:

3.1 Communication

We will communicate with people with disabilities in ways that take into account their disability.

We will train staff who communicate with customers on how to interact and communicate with people with various types of disabilities.

We will communicate with people in their own language

We will communicate in a concise manner avoiding all jargon to enable the customer to fully comprehend and understand the communication.

3.2 Telephone services

We are committed to providing fully accessible telephone service to our customers.

We will train staff to communicate with customers over the telephone in clear and plain language and to speak clearly and slowly.

3.3 Billing

We are committed to providing accessible invoices to all of our customers. For this reason, invoices will be provided in the following formats upon request:

Hard copy or e-mail.

We will answer any questions customers may have about the content of the invoice in person, by telephone or e-mail.

3.4 Goods and services provided

- Buying of pre-paid electricity
- Grave plot applications
- Building plans
- Town Planning zoning applications
- Cutting of grass on verges and parks
- Hire of commonage for grazing
- Hire of community halls
- Buying of vehicle licence discs
- Change of ownership of vehicles
- Writing of Learners Drivers licence
- Driving Licence tests
- Electrical connections
- Hiring of stadiums and sport facilities
- Street signs
- Impounding of stray animals
- Storm water drainage

- Street and access road maintenance
- Business applications

4. Notice of temporary disruption

Senqu Municipality will provide customers with notice in the event of a planned or unexpected disruption in the facilities or services. This notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available.

The notice will be placed at all public entrances and service counters on our premises.

5. Training for staff

Senqu Municipality will provide training to all employees, volunteers and others who deal with the public or other third parties on their behalf, and all those who are involved in the development and approvals of customer service policies, practices and procedures.

Applicable staff will be trained on policies, practices and procedures that affect the way goods and services are provided. Staff will also be trained on an ongoing basis when changes are made to these policies, practices and procedures.

6. Feedback process

The ultimate goal of Senqu Municipality is to meet and surpass customer expectations. Comments on our services regarding how well those expectations are being met are welcome and appreciated.

Feedback regarding the way Senqu Municipality provides goods and services can be made by e-mail, verbally, suggestion box and feedback card. All feedback will be directed to the Customer Care Officer. Customers can expect to hear back in 3 working days.

Complaints will be addressed according to complaint categories already established in our municipal's complaint management procedures.

7. Modifications to this or other policies

We are committed to developing customer service policies that respect and promote the dignity and independence of people. Therefore, no changes will be made to this policy before considering the impact on the people concerned and discussing the proposed changes with them.

8. Questions about this policy

This policy exists to achieve service excellence to customers. If anyone has a question about the policy, or if the purpose of a policy is not understood, an explanation should be provided by, or referred to the Customer Care Officer.

CUSTOMER CARE POLICY (condensed)

3. OBJECTIVES OF THE POLICY

With this policy Senqu Municipality aims to achieve the following objectives:

- To fulfil the human right of every citizen to be treated with dignity and respect
- To foster quality customer service standards for all citizens of the municipality
- To ensure satisfactory service delivery for the customers of the municipality
- To make people aware that the municipality values and encourages their input in activities of the municipality
- To promote equality, courtesy and delivering on the mandate of government for all our customers
- To comply with legislation
- To provide a quality service to all stakeholders interacting with the Municipality – the public, service providers, contractors, fellow staff members in every department and other government agencies.
- To ensure that customers are provided with the relevant information as and when is needed in the appropriate format.
- To ensure customer complaints are addressed promptly, timeously and to the full satisfaction of the client

- To ensure that customers, both internal and external to the Municipality receive a consistent and fair treatment at all times.
- To reduce financial and time costs incurred arising from poor customer service due to repeat calls from and to customers
- To equip our staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs.

4. CUSTOMER SERVICE COMMITMENT

Senqu Municipality commits itself to maintaining quality customer service guided by these principles:

- To provide services of high quality standards to all our customers, by giving them value for their money
- To treat our customers with equity, professionalism and dignity at all times
- To maintain effective communication with our customers, by continuously engaging them on information that is of importance to them in terms of developments within the municipality
- To address all issues that are raised by our customers in the best possible manner, to ensure satisfaction and resolve matters directed to the municipality
- To employ knowledgeable staff who will assist customers, and be able to resolve their customer queries
- To promote and uphold confidentiality of all our customer queries, in order to make it safe for customers to come forward with any problems
- To ensure maximum utilisation of all resources so that service delivery is satisfactory to all customers

5. STANDARDS AND VALUES

5.1 The key objective is to ensure consistency in our customer service by:

- a. Providing a standard that is simple and user friendly.
- b. Providing a documented framework and guidelines.
- c. Developing performance targets which are reviewed regularly and gather feedback from staff, Councillors, our partners and the public.

5.2 *Waiting times*

- a. After initial contact, customers will be given an indication of how long they can be expected to wait. If waiting times are to exceed 10 minutes, customer services staff must inform the customer.

5.3 *Telephone calls*

- a. Staff will aim to answer telephone calls within 15 seconds or after 2 rings, whichever is greater.
- b. Calls in departments and sections should be answered with:
 - Good morning / afternoon
 - Department and name - preferably surname or first name
- c. However staff in Customer Services or satellite/external offices should answer calls with:
 - Good morning / afternoon, the facility/site and their name.
- d. Staff should aim, wherever possible, to resolve the customer's enquiry at first contact.
- e. Telephones will be attended during published opening hours. If staff are away from their desk, phones should be diverted to another person / section or a message should be taken. Never leave the customer with the impression that you are "unable to

assist him/her”

- f. In cases where a customer has a hearing impairment, arrangements can be made via the Customer Services department
- g. If members of staff need to telephone a customer, they will ask if it is convenient or arrange another time to call and keep the appointment. **THE SWITCHBOARD SHOULD NEVER BE USED** for this purpose.
- h. If a call is put on 'hold' the customer must be told why this is happening and kept updated if the waiting time is longer than expected.

5.4 Answer phones and voicemail

- a. Answer phones and voicemail may be used to ensure that telephone calls are answered. We will aim to provide the following:
 - Recorded messages from answer phones will provide customers with an alternative contact number or details.
 - Answer phone / voicemail will give the caller an option to leave a message.
- b. All Council messages must be responded to as soon as possible - ideally within 24 hours or the next working day if the message is left over a weekend, after hours or a public holiday.
- c. Staff / sections should update voicemail each day detailing whether available, on holiday or giving alternative contact details / numbers or forward calls to another number or colleague.
- d. Wherever possible the use of voicemail should be avoided. It is a sign of being too busy to attend to customers.

5.5 Written correspondence and notices

- a. Incoming written correspondence (fax and mail) will be acknowledged within three days (at maximum) and responded to in 10 working days (at maximum).
- b. Receipt of an email will be acknowledged in one (1) working day.
- c. The presentation and content of any written correspondence must be clear, easy to understand and jargon free, accurate and include a contact name and number.
- d. All issues raised by the customer will be acknowledged and responded to within the correspondence.
- e. In written communication with customers, the logo of the municipality must appear in all documentation and/or letters communicating information regarding the municipality
- f. All correspondences received must have a turnaround period of 5 days for answering, so that customers and stakeholders know feel priority from the municipality
- g. Written notices to the public must be placed on public areas where all public can access it, e.g. libraries, Thusong Service Centre, etc.

5.6 Complaints Procedure

- a. Staff will aim to resolve all concerns raised by the customer immediately and informally.
- b. Staff will inform the customer that if the informal resolution is not to their satisfaction, they may make a formal complaint and explain how to do this.
- c. Customers should have an acknowledgement of their complaint within three days and a full written reply within 15 days.

- d. Heads of Departments will analyze any complaints about the service in their respective units and take remedial action so that problems do not recur.
- e. These service failures may involve:
 - i. Unjustified delays.
 - ii. Failure to follow council policies, rules or procedures.
 - iii. Failure to provide a service according to Batho Pele principles
 - iv. Failure to tell people of their rights or entitlements.
 - v. Providing inaccurate or misleading advice

5.7 Publications

5.7.1 The following information will be available in council publications:

- a. Standards of service against targets.
- b. Progress on projects undertaken by the municipality
- c. Changes made to services as a result of feedback, complaints or consultation with relevant stakeholders.

5.8 Suggestions

- a. We will encourage customers, partners and staff to make suggestions through a suggestion book located at the Reception area
- b. Additionally, the council will inform customers of any changes made to services as a result of their suggestions
- c. Suggestions and complains should be acknowledged within 3 working days of receipt.
- d. Suggestions and complains should be addressed within 4 working days after acknowledgement
- e. Where concerns could not be addressed customers should be given valid reasons.

5.9 Customer Safety and Health

- a. All customers visiting council buildings will be provided with a safe environment.
- b. Where possible, buildings which receive members of the public will have a designated member of staff for (1) Health and Safety (2) First Aid and the details displayed.
- c. The Council shall at all times comply with Health and Safety guidelines as espoused in the OHS Act No 95 of 1993.

5.10 Staff training and development

- a. We will ensure that staff receives continuous training to enable them to satisfy customer expectations and keep their skills up-to-date.

5.11 Staff name badges

- a. Where appropriate, staff will be neatly dressed to meet members of the public.
- b. Where appropriate, staff will wear printed name badges that specify their name and designation

5.12 Buildings and signage

- a. Buildings will be clearly signed internally and externally.
- b. Reception points will be attended during opening hours.
- c. Reception points will be welcoming, clean and tidy

- d. Reception points will display clear and accurate opening times.
- e. Details of services and personnel available will be displayed clearly in all reception areas.

5.13 Information / Communication

- a. Information for the public will be clear and reviewed regularly.
- b. Published information will be accessible to customers with specific needs and in line with the Promotion of Access to Information Act no. 2 of 2000
- c. Information to the public and other stakeholders should be sent timeously

5.14 Availability and access

5.14.1 We will ensure customers have easy access to information about:

- a. Opening times.
- b. Offices and addresses. c. Names of Managers.
- d. Facilities / services available. e. Access details.
- f. Means by which contact can be made. g. Out of hours contact details.

5.15 Staff conduct, awareness and safety

- a. Staff working at information centres must arrive on time at work and should never leave their centres unattended. Timeous permission should be sought from the immediate supervisor if a staff member wishes to leave the Information centre for whatever reason. The necessary disciplinary procedures shall be proffered against any staff member violating this clause.
- b. Staff will be courteous and polite and expect to be treated in the same way by customers.
- c. In any case of extended dispute, frontline staff must seek assistance from their immediate Supervisor who will liaise with the immediate Manager.
- d. We will ensure that procedures are in place to safeguard staff from both verbal and physical attack.
- e. We will take action - legal or otherwise - where verbal or physical attacks are made to staff.
- f. Staff shall at all times dress properly and wear their respective name badges for ease of identification by customers.
- g. In no time should staff, while at the Information centres answer cellphones. This is because cellphones are believed to be private and clients will have an impression they are not attended to.

5.16 Customer information provision

- a. Stored information will be made available in accordance with Promotion of Access to Information Act no. 2 of 2000
- b. Any communication will be clearly identified as Molemole Local Municipality with author, current date and any reference numbers.
- c. We will also promote the use of electronic service delivery to provide customers with information.

6. PERFORMANCE MONITORING & EVALUATION

- a. This policy will be reviewed every year to accommodate changing client's preferences
- b. We will have systems and processes in place that allow us to monitor and evaluate our performance and publicise our performance against standards.
- c. Senqu Municipality will ensure that systems are in place to monitor service performance against the set standards
- d. Information will be collected from internal staff, service providers and the public to obtain inputs for improving the system

7. CONCLUSION

This policy document shall achieve the following goals.

- Ensuring improved customer service approach
- Promote cohesion amongst service units
- Increase efficiency in service delivery level standards
- Promote the Local Government: Municipal Systems Act 32 of 2000, to promote to access of information by the public on municipal services
- To encourage customer inputs for service delivery and improvement
- To provide a better understanding on customer needs
- To serve, to satisfy and to promote equality of all customers and stakeholders of the municipality.

6. STATUTORY BUSINESS

6.1 SENQU DRAFT PROCESS PLAN FOR THE REVIEW OF 2014/2015 INTEGRATED DEVELOPMENT PLAN (REPORT ON SCHEDULE OF KEY DEADLINES)

The Mayor tabled the item on the Draft Process Plan for the review of 2014/2015 Integrated Development Plan in terms of *Section 28(1) of the Municipal Systems Act (Act No 32 of 2000)* to Council for adoption. Thereafter, the Council unanimously on the motion of Mayor seconded by Councillor Mpelwane

RESOLVED:

- 6.1.1 That the Process Plan for the review of 2014/2015 Integrated Development Plan (IDP) be adopted.

ANNEXURE 6: COUNCIL RESOLUTION FOR IDP ADOPTION



RESOLUTION

Council Meeting date : 30 MAY 2014

Item Number : 7.2

Subject : FINAL INTEGRATED DEVELOPMENT PLAN (IDP)
REVIEW 2014/2015 FINANCIAL YEAR

During the Special Council Meeting held on the 30 May 2014, the Mayor tabled the item on the Final Integrated Development Plan Review for the 2014/2015 financial year in terms of the *Municipal Systems Act (Act No 32 of 2000)* to Council for approval. Thereafter the Council unanimously

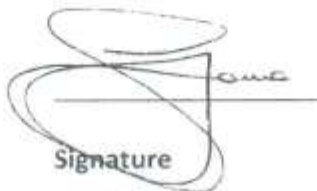
RESOLVED:

- 7.2.1 That the Council approved the final IDP 2014/2015 financial year review document subject to the final incorporation of the budget and SDBIP.

This is to certify that this is an extract of what transpired during the Special Council Meeting held on the 30 May 2014

M M Yawa

Initials & Surname
MUNICIPAL MANAGER


Signature

17 – 06 - 2013

Date

1. INTRODUCTION

The purpose of the HR Strategy is to set out a Human Resource Management Framework for Senqu Municipality to meet the organization's strategic goals and objectives. The Municipality's vision which is "valuing our diversity and quality of life for all" must ultimately be realized via the deployment and maximum utilization of human resources. The HR department must evolve from the Traditional HR functions towards a more strategic role in human resource management and the attached HR Strategy defines how this process should take place.

The focus areas of this document are the following:
Human Capital Management (People focus)
HR Administrative Issues
Legislative Compliance.

3. RESOLUTION

- 2.1 The Council adopted the Human Resource Strategy Document.
- 2.2 The HR Strategy be workshopped to all staff, Directors and Corporate Services Standing Committee and EXCO Members.

ANNEXURE 8: SDBIP

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT							KPA WEIGHT:							
STRATEGIC OBJECTIVE	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To effectively manage the adherence of traffic rules within the municipality	TRAFFIC - BSD01	BDS01-01	Registration and Licensing of Vehicles	2013/2014 Reports	2013/2014 Reports	12 Monthly Reports on Registered and Licensed Vehicles	E Natis System / Face values /	Improved no of legally complaint registered vehicles	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports(Mar - Jun)	12 Reports submitted for Standing Committee Consideration	CF O
		BDS01-02	Testing for Learners and Drivers Licences	2013/2014 Reports	2013/2014 Reports	12 Monthly Reports on Registered and Licensed Vehicles	Registered Traffic Officers / E Natis / Face Values	Increased numbers of legally registered drivers within the municipality	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports(Mar - Jun)	12 Reports submitted for Standing Committee Consideration	CF O
		BDS01-03	Roadworthy Testing of Vehicles in Barkly East	2013/2014 Reports	New Indicator	12 Monthly Reports on Roadworthy Testing of Vehicles	Certified Testing Station / E Natis / Face Value	Improved number of roadworthy vehicles	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports(Mar - Jun)	12 Reports submitted for Standing Committee Consideration	CF O

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	KPA WEIGHT:
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STRATEGIC OBJECTIVE	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To maintain and upgrade existing access roads and stormwater	ROADS BRIDGES AND TRANSPORT INFRASTRUCTURE- BSD02	BSD 02-01	Number of km's of municipal access roads resurfaced, potholes repaired and bladed	Maintenance backlogs are once every 4 years currently	220 km (If maintenance only) and 18 km if construction / rehabilitation	Plant, Staff & maintenance budget	220 kilometers of roads maintained (unless rehabilitation / construction, then 18km)	Extended life of access roads within the Senqu Municipality	55km / 4,5 km	55km / 4,5 km	55km / 4,5 km	55 km / 4,5 km	Submission of reports to Standing Committee	Director Technical Services
		BSD 02-02	Number of km's of stormwater drainage maintained	Continuous blocking	200 km	Plant and staff & maintenance budget	200 kilometers of stormwater drainage maintained	Extended life of access roads within the Senqu Municipality	50 km	50 km	50 km	50 km	Submission of reports to Standing Committee	Director Technical Services
		BSD 02-03	Construction of access roads in wards 7, 8, 9 & 12 (Ph 4b)	Construction complete - Retention only	Construction of 12 km of gravel access roads	Capital budget: R 428 676	Construction of 12 kms of gravel road	Access to services			Retention Payment		Proof of Payment and submission of the report to the Standing Committee	Director Technical Services
		BSD 02-04	Construction of access roads in wards 7, 8, 9 & 12 (Ph 4c)	Under construction	Construction of 12 km of gravel access roads	Capital budget: R 2 730 621	Construction of 12 kms of gravel road	Access to services	Construction	Construction	Completion		Practical completion certificate	Director Technical Services
		BSD 02-05	Construction of access roads in ward 3	Backlog of over 570 km	Construction of 4 km of gravel access roads	Capital budget: R 820 520	Construction of 4 kms of gravel road	Access to services		Procurement: Consultant	Procurement: contractor	Completion	Submission of reports to Standing Committee	Director Technical Services

		BSD 02-06	Constructio n of access roads in ward 4	Backlog of over 570 km	Constru ction of 4 km of gravel access roads	Capital budget: R 1 159 408	Constru ction of 4 kms of gravel road	Access to services		Procurement: Consultant	Pro cur ement : con tra cto r	C on s t r u c t i o n	Sub missi on of reports to Stand ing Com mittee	Dir ect or Tech nic al Ser vices
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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To maintain and upgrade existing access roads and stormwater	ROADS BRIDGES AND TRANSPORT INFRASTRUCTURE- BSD02	BSD 02-07	Constructio n of roads in ward 19 (Ph 1)	Construc tion complete - Retensio n only	Constru ction of 4 km of interlock paved roads	Capital budget: R 490 000	Constru ction of 4 km of interloc k paved roads	Access to services				Re te n s i o n P a y m e n t	Proo f of Pay ment	Dir ect or Tech nic al Ser vices
		BSD 02-08	Constructio n of roads in ward 19 (Ph 2)	Under construct ion	Constru ction of 2.5 km of interlock paved roads	Capital Budget: R752 152	Constru ction of 2.5km of interloc k paved roads	Access to services	Construction	Completion			Pract ical com pleti on certif icate	Dir ect or Tech nic al Ser vices
		BSD 02-09	Constructio n of roads in ward 16 (Ph 1)	Under construct ion	Constru ction of 3.5 km of interlock ed roads	Capital budget: R 2 140 364	Constru ction of 3.5 kms of gravel road	Access to services	Construction	Construction	Const ruct ion	C o m p l e t i o n	Pract ical com pleti on certif icate	Dir ect or Tech nic al Ser vices
		BSD 02-10	Constructio n of roads in ward 16 (Ph 2)	Under construct ion	Part of above	Capital Budget: R 1 820 228	Part of above	Access to services		Construction	Const ruct ion	C o n s t r u c		Dir ect or Tech nic al Ser

											t i o n		v i c e s
	BSD 02-11	Construction of access roads in ward 1	Backlog of over 570 km	Construc tion of 4 km of gravel roads	Capital budget: R 604 978	Construc tion of 4 kms of gravel road	Access to services	Construction	Completion			Sub mission of repor ts to Standing Com mitte e	Dir ect or Te ch nical Ser vices
	BSD 02-12	Constructio n of a bridge in Upper Bebeza (Ward 5)	No infrastruc ture	1 Bridge Construc ted	Capital Budget: R 324,33 5 MIG	Bridge Construc ted	Improved access to services	Retension Payment				Proo f of Pay ment	Dir ect or Te ch nical Ser vices
	BSD 02-13	Constructio n of a Box Culvert River Crossing at Hohobeng (Ward 3)	No infrastruc ture	1 Box Culvert River Crossin g Constru cted	Capital Budget: R 1,668,4 25.34	Box Culvert Construc ted	Improved access to services	Procurement	Construction	Co nst ruction	C o m p l e t i o n	Pract ical com pleti on certif icate	Dir ect or Te ch nical Ser vices
	BSD 02-14	Constructio n of a pedestrian crossing at Boomplaas (Ward 4)	No infrastruc ture	1 Pedestri an Crossin g Constru cted	Capital Budget: R 1,466,2 82.65	Pedestr ian Crossin g Constru cted	Improved access to services	Procurementy nt	Construction	Co nst ruction	C o m p l e t i o n	Pract ical com pleti on certif icate	Dir ect or Te ch nical Ser vices

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To provide and maintain community facilities	RECREATIONAL COMMUNITY FACILITIES	BSD03-01	Construction of an Indoor Recreational Community Facility in ward 3	Under construction	1 Indoor Recreation Community Facility constructed in ward 3	Capital budget: R 170 000	Construction of facility complete	Improved Ward Consultation in the Municipality	Completion				Completion certificate	Director of Technical Services

		BSD03-02	Constructio n of an Indoor Recreation al Community Facility in ward 9	New Indicator	1 Indoor Recreation Community Facility construc ted in ward 9	Capital budget: R 1 000 000	Constru ction of facility complet e	Improved Ward Consultati on in the Municipalit y		Procurement	Pro curent /Co nst ruct ion	C o n s t r u c t i o n	Sub missi on of reports to Stand ing Com mittee	Dir ect or Tech nic al Ser vices
		BSD03-03	Constructio n of an i ndoor Recreation al Community Facility in ward 12	New Indicator	1 Indoor Recreation Community Facility construc ted in ward 12	Capital budget: R 1 000 000	Constru ction of facility complet e	Improved Ward Consultati on in the Municipalit y		Procurement	Pro curent /Co nst ruct ion	C o n s t r u c t i o n	Sub missi on of reports to Stand ing Com mittee	Dir ect or Tech nic al Ser vices
		BSD03-04	Constructio n of an Indoor Recreation al Community Facility in ward 18	New Indicator	2 Indoor Recreation Community Facility construc ted in ward 18	Capital budget: R 1 000 000	Constru ction of facility complet e	Improved Ward Consultati on in the Municipalit y		Procurement	Pro curent /Co nst ruct ion	C o n s t r u c t i o n	Sub missi on of reports to Stand ing Com mittee	Dir ect or Tech nic al Ser vices
		BSD03-05	Renovate Transwiler Indoor Recreation al Community Facility	New Indicator	Transwiler Indoor Recreation Community Facility renovat ed	Mainte nance budget: R 1 000 000	Renova te facility	Ensure asset lifespan	Procurement	Construction	Co nst ruct ion	C o m p l e t i o n	Sub missi on of reports to Stand ing Com mittee	Dir ect or Tech nic al Ser vices
		BSD03-06	Renovate Lady Grey Indoor Recreation al Community Facility	New Indicator	Lady Grey Indoor Recreation Community Facility renovat ed	Mainte nance budget: R 1 000 000	Renova te facility	Ensure asset lifespan		Procurement	Co nst ruct ion	C o n s t r u c t i o n	Sub missi on of reports to Stand ing Com mittee	Dir ect or Tech nic al Ser vices

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:			
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORM ANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS			Audit Evidence	Responsible

									QRT 1	QRT 2	QRT 3	QRT 4		Person
To Maintain and effectively monitor Cemeteries	CEMETRIES AND PAUPER BURIAL- BSD04	BSD04-01	Number of Burial Plots provided	2013/2014 Reports	12 Monthly Reports on burial plots provided	Director Community/Manager Community Services	Reports compiled	Improved Burial of communities	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (March - June)	12 Reports submitted for Standing Committee Consideration	Director Community Services
		BSD04-02	Development of a cemetery in Ward 3 & 2 (Qhobosha na)	Existing cemetery flooding & eroding	2 Cemetery developed in Ward 3	Capital Budget: R 400,000	Cemeteries developed	Improved Burial of communities	DAC Approval	Procurement: Design & Construct	Construction	Construction	Submission of report.	Director Technical Services
		BSD04-03	Development of a cemetery in Ward 3 (Musong)	Existing cemetery flooding & eroding	2 Cemetery developed in Ward 3	Capital Budget: R 400,000	Cemeteries developed	Improved Burial of communities	DAC Approval	Procurement: Design & Construct	Construction	Construction	Submission of report.	Director Technical Services
		BSD04-04	Development of a cemetery in Ward 6	Existing cemetery flooding & eroding	1 Cemetery developed in Ward 6	Capital Budget: R 400,000	Cemeteries developed	Improved Burial of communities	DAC Approval	Procurement: Design & Construct	Construction	Construction	Submission of report.	Director Technical Services
		BSD04-05	Development of a cemetery in Ward 10	Existing cemetery flooding & eroding	1 Cemetery developed in Ward 10	Capital Budget: R 200,000	Cemeteries developed	Improved Burial of communities	DAC Approval	Procurement: Design & Construct	Construction	Construction	Submission of report.	Director Technical Services

											n			
		BSD04-06	Developme nt of a cemetery in Ward 11	Existing cemetery flooding & eroding	1 Cemetery develop ed in Ward 11	Capital Budget: R 200,00 0	Cemete ries develop ed	Improved Burial of communiti es	DAC Aproval	Procurement: Design & Construct	Co nst ruction	C o n s t r u c t i o n	Sub mission of repor t.	Dir ect or Te ch n i c a l S e r v i c e s
		BSD04-07	Number of cemeteries maintained	Infrastruc ture in need of replacem ent	Fencing of Lady Grey Cemete ry	Capital budget: R 700,00 0	Mainta ned cemete ries	Improved Burial of communiti es	Procurement	Construction	Co nst ruction	C o m p l e t i o n	Sub mission of repor t.	Dir ect or Te ch n i c a l S e r v i c e s
		BSD04-08	Number of cemeteries maintained	Infrastruc ture in need of replacem ent	Fencing of Sterkspr uit Cemete ry	Capital budget: R 500,00 0	Mainta ned cemete ries	Improved Burial of communiti es	Procurement	Construction	Co nst ruction	C o m p l e t i o n	Sub mission of repor t.	Dir ect or Te ch n i c a l S e r v i c e s

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To Maintain and effectively monitor Cemeteries	CEMETRIES AND PAUPER BURIAL- BSD04	BSD04-09	Extension of cemetery in Barkly East	Infrastruc ture in need of replacem ent	Extensi on of cemetery	R 1,200,0 00	Cemete ry size increas ed	Improved Burial of communiti es	Procurement	Construction	Co nst ruction	C o m p l e t i o n	Completi on Certificat e	Dir ect or Te ch n i c a l S e r v i c e s
		BSD04-10	Five Rural Cemeterie s	New Infrastruc ture	New cemeteri es	1 000 000 (Part of R 29 M)	Cemete ries develop ed	Improved Burial of communiti es	DAC Aproval	Procurement: Design & Construct	Co nst ruction	C o n s t r u	Sub mission of repor t.	Dir ect or: Te ch n i c a l

											c t i o n		Ser v i c e s	
		BSD04-11	Five Rural Cemeterys	Under construction	New cemeteries- Retention R 45 736	Retention R 45 736						R e t e n t i o n P a y m e n t	Proo f o f P a y m e n t	Dir e c t o r: T e c h n i c a l S e r v i c e s
		BSD04-12	Fencing of old cemeteries Lady Grey	New Indicator	Lady Grey Cemetery fenced by 30 June 2015	Director Community/Manager Community Services (R 700 000.00)	Cemetery Fenced	A secured and demarcated burial location	Advertisement for Services	Acquiring of Service Provider through SCM process	Commence with Fencing	F e n c i n g a n d c o m p l e t i o n	Proje c t s t a t u s r e p o r t a n d c o m p l e t i o n c e r t i f i c a t e s u b m i t t e d t o E x c o	Dir e c t o r C o m m u n i t y S e r v i c e s
		BSD04-13	Fencing of old cemeteries Sterkspruit	New Indicator	Sterkspruit Cemetery fenced by 30 June 2015	Director Community/Manager Community Services (R 500 000.00)	Cemetery Fenced	A secured and demarcated burial location	Advertisement for Services	Acquiring of Service Provider through SCM process	Commence with Fencing	F e n c i n g a n d c o m p l e t i o n	Proje c t s t a t u s r e p o r t a n d c o m p l e t i o n c e r t i f i c a t e s u b m i t t e d t o E x c o	Dir e c t o r C o m m u n i t y S e r v i c e s
		BSD04-14	Number of cemeteries maintained	2013/2014 Reports	Maintained cemeteries	Director Community/Manager Community Services (R 3772.80)	Maintained cemeteries	Improved Burial of communities	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Q u a r t e r l y R e p o r t (D e c - F e b)	4 R e p o r t s s u b m i t t e d f o r S t a n d i n g C o m m i t t e e	Dir e c t o r C o m m u n i t y S e r v i c e s

												R e p o r t (M a r - J u n)	Cons idera tion	
		BSD04-15	Burial of individuals certified as paupers in terms of the municipal policy	2013/2014 Reports	12 Reports on the burial of paupers	Director Community/Manager Community Services (R 7141.61)	Number of pauper burials carried out in a month	Dignified burial of the indigent	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	Director Community Services

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To maintain and develop sports facilities	SPORTS BSD05	BSD05-01	Phase 2 development of the Sterkspruit Sportsfield	Under construction	Sterkspruit Sportsfield lighting	Capital budget: R 709 256 (Insufficient budget)	Barkly East sports facilities developed and upgraded	Improved Community participation in Sports activities	Construction	Construction	Completion		Completion Certificate	Director Technical Services

		BSD05-02	Development of the Barkly East Sportsfield	Under construction	Barkly East Sportsfield constructed	Capital Budget: 8 108 600 (Possible change in scope of works may alter targets)	Barkly East sports facilities developed and upgraded	Improved Community participation in Sports activities	Construction	Construction	Construction	Completion Certificate	Director Technical Services	
To provide reading and study material	LIBRARIES – BSD06	BSD06-01	Signing of the SLA with DSRAC	2013/2014 SLA	SLA Signed between 2 parties	Director Community/Manager Community Services	Compliance with the SLA	Improved literacy levels within the Senqu Communities	SLA signed			Signed SLA	Director Community Services	
To provide and maintain parks and open spaces creating a pleasant environment for communities	PARKS AND PUBLIC OPEN SPACES - BSD07	BSD07-01	Number of parks and open spaces developed (project funded and implemented by National Department of Environmental Affairs)	2013/2014 Reports	Developed Parks in Lady Grey and Barkly East	Director Community/Manager Community Services (R5.5 million)	Developed Parks	Improved Community Leisure within the Barkly East and Lady Grey area	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	Director Community Services
		BSD07-02	Number of parks and open spaces maintained	2013/2014 Reports	Number of parks and open spaces maintained	Director Community/Manager Community Services	Parks maintained	Improved Community Leisure within the Barkly East area	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (Mar - Jun)	12 Reports submitted for Standing Committee Consideration	Director Community Services

		BSD07-03	Implement ation of the cleaning operational plan	2013/201 4 Reports	12 Reports on the impleme ntation of the Cleanin g Operati onal Plan	Director Communi ty/Ma nager Communi ty Service s (R80 000)	Cleanin g operati onal plan effectiv ely implem ented	Improved and Clean face of the Municipal Area	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthl y Re ports (No v - Fe b)	4 Mon thl y R e p o r t s (M a r - J u n)	12 Rep orts sub mitte d for Stand ing Com mittee Con sidera tion	Dir ect or Co m mu nit y Ser vic es
To manage commonages and control stray animals within Senqu Municipality	COMMONAGES AND ANIMAL CONTROL - BSD08	BSD08-01	Maintain and Repair fencing in commonag es	2013/201 4 Reports	2 Reports on the Maintain ance of fence in commo nages	Director Communi ty/Ma nager Communi ty Service s	Fencin g repaire d	Improved managem ent of animals	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Qu art erly Re por t (De c - Fe b)	1 Qu art erly Re por t (De c - Fe b)	4 Rep orts sub mitte d for Stand ing Com mittee Con sidera tion	Dir ect or Co m mu nit y Ser vic es
		BSD08-02	Updating of Stock Register	2013/201 4 Reports	Stock Register Develop ed for all Pounds	Director Communi ty/Ma nager Communi ty Service s	Registe r and Reports compile d	Improved managem ent of animals	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Qu art erly Re por t (De c - Fe b)	1 Qu art erly Re por t (De c - Fe b)	4 Rep orts sub mitte d for Stand ing Com mittee Con sidera tion	Dir ect or Co m mu nit y Ser vic es

		BSD08-03	Control Stray Animals	2013/2014 Reports	12 Reports on the control of Stray Animals	Director Community/Manager Community Services	Number of Stray Animals impounded	Improved management of animals	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (March - June)	4 Reports submitted for Standing Committee Consideration	Director Community Services
		BSD08-04	Conduct awareness campaigns on overgrazing	2013/2014 Reports	4 Awarenesses Held	Director Community/Manager Community Services	Number of awareness conducted	Improved management of animals	1 Meeting (July - August)	1 Meeting (July - August)	1 Meeting (July - August)	1 Meeting (July - August)	1. Attendance 2. Register and Minutes/Reports	Director Community Services

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
economical refuse collection and	WASTE MANAGEMENT - BSD09	BSD09-01	Daily Cleaning of 6 Towns	2013/2014 Reports	12 Reports on the Cleaning of 6 Towns	Director Community/Manager Community	Reports compiled	Healthier and Clean living conditions	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports	4 Monthly Reports	12 Reports submitted for	Director Community

						Service s					ts (Nov - Feb)	h l y R e p o r t s (M a r - J u n)	Stand ing Com mitte e Cons idera tion	nity Ser vices
		BSD09-02	Developme nt of Solid Waste Site in Ward 10 - Sterkspruit	New Indicator	1 Waste Site Develop ed in Ward 10 (Target may vary due to EIA objectio ns)	Capital budget: R 1 807 748	Waste Site Develo ped	Improved Managem ent of Waste Material	Completion of EIA	Completion of EIA	Pro cur em ent	C o n s t r u c t i o n	Rep ort sub mitte d	Dir ect or Te ch nic al Ser vices
		BSD09-03	Developme nt of Solid Waste Site in Ward 11- Herschel	New Indicator	1 Waste Site Develop ed in Ward 11 (Target may vary due to EIA objectio ns)	Capital budget: R 1 563399	Waste Site Develo ped	Improved Managem ent of Waste Material	Completion of EIA	Completion of EIA	Pro cur em ent	C o n s t r u c t i o n	Rep ort sub mitte d	Dir ect or Te ch nic al Ser vices
		BSD09-04	Developme nt of Solid Waste Site in Ward 15- Rossouw	New Indicator	1 Waste Site Develop ed in Ward 15	Capital budget: R 591 639	Waste Site Develo ped	Improved Managem ent of Waste Material	Completion of EIA	Completion of EIA	Pro cur em ent	C o n s t r u c t i o n	Rep ort sub mitte d	Dir ect or Te ch nic al Ser vices
		BSD09-05	Developme nt of Solid Waste Site in Ward 16-Rhodes	New Indicator	1 Waste Site Develop ed in Ward 16 ((Target may vary due to EIA objectio ns)	Capital budget: R 589 463	Waste Site Develo ped	Improved Managem ent of Waste Material	Completion of EIA	Completion of EIA	Pro cur em ent	C o n s t r u c t i o n	Rep ort sub mitte d	Dir ect or Te ch nic al Ser vices
		BSD09-06	Number of household s with basic waste collection	2013/201 4 Reports	12 Reports on the collectio n of waste	Director Communi ty/Man ager Communi ty Service s	Waste collecte d in all areas	Healthier and Clean living conditions	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthl y Re por ts (Nov - Feb)	4 Monthl y Re p o r t s (Nov - Feb)	12 Rep orts sub mitte d for Stand ing Com mitte e Cons	Dir ect or Co m mu nity Ser vices

												p o r t s (M a r - J u n	ideration	
		BSD09-07	Reviewal and Approval of integrated waste managemene nt plan by the Provincial Departmen t of Environme ntal Affairs	2013 Approve d IWMP	Review ed and Approve d IWMP	Director Commu nity/Ma nager Commu nity Service s	Review ed IWMP	Approved Waste Managem ent Plan			Am ended and Ap proved IW MP		Cou ncil Reso lution Approvin g the IWMP	Direct or Community Services

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To provide economical and appropriate services for the poor	FREE BASIC SERVICES BSD10	BSD10-01	Updating of the Indigent Register	2013/2014 Register	Update the Annual Register	Director Community/Manager Community Services	Approved and updated indigent register	Equal delivery of service to the community of Senqu Municipality	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (Mar - Jun)	12 Reports submitted for Standing Committee Consideration	CEO

		BSD10-02	Number of indigent households with access to free basic electricity	12000 H/H	4 Reports on the number of indigent people receiving free basic electricity (Minimum of 12 000 to receive FBE)	Director Community/Manager Community Services	Number of indigent people approved for free basic electricity	Equal delivery of service to the community of Senqu Municipality	1 Report	1 Report	1 Report	1 Report	4 Reports submitted to the Standing Committee. Minimum of 12 000 H/Hs	Director Technical Services
		BSD10-03	Number of indigent households with access to alternative energy	118 H/H	4 Reports on the number of indigent people receiving free access to alternative energy. (Minimum of 118 to receive FBAE)	Director Community/Manager Community Services	Number of indigent people approved for free basic alternative energy	Equal delivery of service to the community of Senqu Municipality	1 Report Identify FBAE H/Hs	1 Report. Implementation	1 Report. Implementation	1 Report. Implementation	4 Reports submitted to the Standing Committee. Minimum of 118 H/Hs	Director Technical Services
		BSD10-04	Number of indigent households with access to free refuse removal services	2013/2014 Reports	4 Reports on the number of people receiving free refuse removal services	Director Community/Manager Community Services	Number of indigent people approved for free refuse removal	Equal delivery of service to the community of Senqu Municipality	1 Report	1 Report	1 Report	1 Report	4 Reports submitted to the Standing Committee	Director Community Services

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		

To maintain and upgrade existing electrical networks and street lighting	ELECTRICITY AND STREET LIGHTING BSD11												
	BSD11-01	Construction of MV line in Sterkspruit (Zwelitsha)	Insufficient supply capacity and safety hazard	3000 m of MV line constructed	Plant, Staff & capital budget R 800 000	3000 m of new MV conductor	Increase consumer basis for increased revenue	Procurement	Construction	3000 m of MV line upgraded		Reports & assets register	Director Technical Services
	BSD11-02	Construction of LV line in Sterkspruit (Zwelitsha)	Insufficient supply capacity and safety hazard	1300 m of LV line constructed	Plant and staff & capital budget R 550 000	1300 m of LV network line upgraded	Stability and safety of electricity within the Senqu Municipality	Procurement		Construction of LV line upgraded	1300 m of LV line upgraded	Reports & assets register	Director Technical Services
	BSD11-03	Maintenance of electrical networks (MV & LV)	Network stability	Ongoing maintenance and repair of breakdowns.	Plant and staff and maintenance budget	Minimise electrical outages	Electrical power supply stability	Breakdown time no longer than 8 hrs	Breakdown time no longer than 8 hrs	Breakdown time no longer than 8 hrs	Breakdown time no longer than 8 hrs	Submission of reports to Standing Committee	Director Technical Services
	BSD11-04	Replacement of electrical meters	Outdated electrical metering	Installation of 550 electrical meters	Capital budget: R 1 000 000	Updated metering technology	Reduction of electricity losses	Procurement & Install 90 meters	Installation of 125 meters	Installation of 165 meters	Installation of 165 meters	Submission of reports to Standing Committee	Director Technical Services

											o f 1 7 0 m e t e r s		
		BSD11-05	Electrification of Community Hall Blue Gums	No electricity installed	Ensure electrical connection from Eskom and hall is wired	Capital budget	Community hall electrified	Usable community facility			Procurement	Completion of reports to Standing Committee	Director Technical Services
		BSD11-06	Electrification of Community Hall Hillside	No electricity installed	Ensure electrical connection from Eskom and hall is wired	Capital budget	Community hall electrified	Usable community facility			Procurement	Completion of reports to Standing Committee	Director Technical Services

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:		
STRATEGIC OBJECTIVE	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS		Audit Evidence	Responsibility

			R						QRT 1	QRT 2	QRT 3	QRT 4		le Per son
To maintain and upgrade existing electrical networks and street lighting	ELECTRICITY AND STREET LIGHTING BSD11	BSD11-07	Electrification of Community Hall Phelandaba	No electricity installed	Ensure electrical connection from Eskom and hall is wired	Capital budget	Community hall electrified	Usable community facility	Procurement	Construction & completion			Submission of reports to Standing Committee	Director Technical Services
		BSD11-08	Electrification of Community Hall Tienbank	No electricity installed	Ensure electrical connection from Eskom and hall is wired	Capital budget	Community hall electrified	Usable community facility	Procurement	Construction & completion			Submission of reports to Standing Committee	Director Technical Services
		BSD11-09	Sterkspruit Street Lighting	Insufficient and unreliable street lighting	Replacement of 60 street light fittings	Capital budget: R 600 000	Reliable and energy efficient lighting	Electrical usage savings and community safety		Procurement	Construction	Submission of reports to Standing Committee	Submission of reports to Standing Committee	Director Technical Services
		BSD11-10	Barkly East Street Lighting	No street lighting	Installation of 140 street light fittings and infrastructure	Capital budget: R 500 000	Reliable and energy efficient lighting	Electrical usage savings and community safety			Procurement	Construction	Submission of reports to Standing Committee	Director Technical Services
		BSD11-11	Street Lighting Maintenance	Street Lighting efficiency	Ongoing maintenance and repair of breakdowns.	Operational budget	Continuous lighting security	Community safety	Ensure street light is out no longer than 5 working days.	Ensure street light is out no longer than 5 working days.	Ensure street light is out no longer than 5 working days.	Ensure street light is out no longer than 5 working days.	Submission of reports to Standing Committee	Director Technical Services

											ger than 5 working days.	e et li gh t i s o u t n o l o n g e r t h a n 5 w o r k i n g d a y s .		
		BSD11-12	Installation of SWH	No indigent water heating or electricity reduction measures	SWH Application done - Dependent on DoE investigation	No budget	Hot water available	Cleanlines & health & electricity savings	Under investigation by the DoE		Application	App lic a t i o n p r o c e s s	Sub mission of reports to Standing Committee	Director Technical Services

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										KPA WEIGHT:		
STRATEGIC OBJECTIVE	PROGRAM ME	KPI NUMBER	KEY PERFORMANCE INDICATO	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS	Audit Evidence	Responsible	

			R						QRT 1	QRT 2	QRT 3	QRT 4		le Per son
To provide adequate office space for staff	OFFICE SPACE BDS12	BSD12-01	Office Space (Finance/Corporate)	Under construction	Offices for Finance and Corporate Services Constructed	Capital budget: R 4 500 000	Offices Constructed	Improved working environment for staff members	Construction	Construction	Completion		Completion Certificate	Director Technical Services
		BSD12-02	Renovate 2nd Floor (Old Age Home)	New Indicator	Renovation of Second Floor Offices (Technical Services)	Capital budget: R 1 500 000	Technical Services Offices Renovated	Improved working environment for staff members		Procurement	Procurement /Construction	Construction	Site minutes	Director Technical Services

KPA 2: LOCAL ECONOMIC DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
Making the municipal area more attractive to investors, tourists and individuals	TOURISM LED01	LED01-01	Market Senqu Municipal area as a tourist destination	Brochures were printed in 2013/14	Teardrop banners for all CTO's, brochures for CTO's, DVD and CTO attendance of tourism shows	Director IPME/ Manager IPED	Printing of brochures, development of a DVD and teardrop banners	Well marketed municipal area	Development of teardrop banners. CTO plan of attendance of shows	Printing of brochures and development of DVD		CTO of shows	Report to Standing Committee on DVD, teardrop banners and	Director IPME

To increase the number and length of stay of foreign and domestic tourists in Senqu municipal area by 2017	LED01-02	Strengthen and capacitate LTO and CTO's	2013/2014 Reports	CTO administrative costs & 4 LTO meetings	Director IPME/ Manager IPED	Procuring of items for CTO administration & 4 LTO meetings	Improved integrated planning in tourism	CTO administrative costs	Procuring of CTO items for administration		4 LTO meeting minutes and copies of receipts for procured items	Director IPME
	LED01-03	Conduct community tourism awareness	2013/2014 Annual Schools Competition	2014/2015 Schools Competition & Festival	Director IPME/ Manager IPED	1 Festival & school competition	Improved knowledge about Senqu Tourism	1 Festival	Schools competition	Schools competition	Reports to Standing Committee on schools competition and festival	Director IPME
	LED01-04	Develop and improve tourism infrastructure	Signage in 2013 & 14	Improvements of BE & Rhodes caravan parks	Director IPME/ Manager IPED	Improved facilities at BE & Rhodes caravan parks	Increased usage of the caravan parks	Assessment of improvements required	Improvements implemented	Improvements implemented	Reports on assessment and improvements to Standing Committee	Director IPME
	LED01-05	Promote existing events and introduce new events	Support of Steopsitfees, & Passion Play	Support of SA skiing champs, Rhodes Steopsitfees, Passion Play, Lammergeyer & Dirty Duoathlon	Director IPME/ Manager IPED	Support provided	Improved local products marketing	Support of SA ski champs	Support of Duoathlon & Lammergeyer	Support of Passion Play & Steopsitfees	Reports on the 4 events to Standing Committee	Director IPME

KPA 2: LOCAL ECONOMIC DEVELOPMENT										KPA WEIGHT:			
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS	Audit Evidence	Responsible		

									QRT 1	QRT 2	QRT 3	QRT 4		Person
Create an conducive environment for existing, new and start-up business	LED 02	LED02-01	Implementation of the LED strategy plan	New Indicator	Strategy Aligned	Director IPME/ Manager IPED	Aligned Strategy	Coordinated LED Programmes	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (March - June)	12 Reports submitted for Standing Committee Consideration	Director IPME
		LED02-02	Number of LED intergovernmental platforms convened	4 Economic Development Forum meetings were held	4 Meetings Held per LED structure	Director IPME/ Manager IPED	Meetings held	Integrated Approach on LED	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Standing Committee reports	Director IPME
		LED02-03	No of work opportunities created through EPWP (Infrastructure)	Average of 35/month	Average of 30/month but dependent on tenders and project nature	Director Technical Services	Number of jobs created	Improved socio economic conditions of the poor	Quarterly Report on the number of Jobs Created through EPWP	Quarterly Report on the number of Jobs Created through EPWP	Quarterly Report on the number of Jobs Created through EPWP	Quarterly Report on the number of Jobs Created through EPWP	4 Quarterly Reports on the number of Jobs created through EPWP submitted to the standing committee	Director Technical Services

												re a t e d t h r o u g h E P W P		
		LED02-04	No of work opportuniti es created through CWP	2000 jobs created from 2013/201 4	2000	Director IPME/ Manag er IPED	Numbe r of jobs created	Improved socio economic conditions of the poor	Quarterly Report on the number of Jobs Created through CWP	Quarterly Report on the number of Jobs Created through CWP	Qu art erly Re por t on the nu mb er of Job s Cre ate d thr ou gh C WP	Q u a r t e r l y R e p o r t o n t h e n u m b e r o f J o b s C r e a t e d t h r o u g h C W P	4 Quar terly Rep orts on the num ber of Jobs creat ed throu gh CWP sub mitte d to the stand ing com mitte e	Dir ect or IP ME

		LED02-05	No of jobs created through Job Creation Project	266/month	270/month	Director : Technical Services	Number of jobs created	Improved socio economic conditions of the poor	Quarterly Report on the number of Jobs Created through Infrastructure Projects	Quarterly Report on the number of Jobs Created through Infrastructure Projects	Quarterly Report on the number of Jobs Created through Infrastructure Projects	Quarterly Report on the number of Jobs Created through Infrastructure Projects	4 Quarterly Reports on the number of Jobs created through Infrastructure Projects submitted to the standing committee	Director Technical Services
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		LED02-06	Assistance for SMME's	New Indicator	10 SMME's supported	Director IPME/ Manager IPED/R 500 000	10 SMME's supported	Improved socio economic conditions of the poor	Assessment of applications.	Support of 10 SMME's			Report on support provided to SMME's	Director IPME
		LED02-07	Develop a small town development plan for Sterkspruit	New Indicator	Small Town development Plan for Sterkspruit	Director IPME/ Manager IPED	Plan developed	Soci-Economic growth of the municipal area	Tender advertised	Bidder appointed	Plan developed	Plan adopted	Council Resolution on adopted Plan	Director IPME
		LED02-08	Package projects for funding by external funders	30 projects submitted for funding	Projects packaged and submitted for funding	Director IPME/ Manager IPED	Number of projects funded by external funders	Improved participation of SMMEs in the economy of the municipal area		Projects submitted		Projects submitted	Reports to Standing Committee	Director IPME

KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY									KPA WEIGHT:					
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To ensure the efficient and effective procurement A180:A192of goods and services	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01	MFMV01-01	Monitoring of the Implementation of departmental demand management plans	2013/2014 Implementation Report	4 Quarterly Departmental Demand Management Plan Status Reports	Departmental Demand Plans	Quarterly Reporting on the monitoring of Demand Plans	Improved Expenditure of Municipal Budgets and Control	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report	4 Reports submitted for Standing Committee Consideration	CEO

											(Mar - Jun)			
		MFMV01-02	Establishment of the Contract Register for above R200 000 tenders and monitoring of those contracts	2013/2014 Implementation Report	Contract Registers and 4 Quarterly Reports	SLA's/ Contracts from Departments	Monthly Monitoring Reports	Improved Management of Supply Chain Processes	Contract Register and 1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	CEO
		MFMV01-03	Number of tenders adjudicated within 3 months of advertisement	2013/2014 Adjudication Report	4 Quarterly Reports on adjudicated tenders	Evaluation Report	Quarterly Adjudication Reports	Improved Management of Supply Chain Processes	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	CEO
		MFMV01-04	Purchase of LDV (ROADS)	Insufficient vehicles	Purchase LDV	Capital budget: R 300 000	Purchase of LDV	Ensure road lifespan is achieved	Procurement	Purchase LDV			Proof of Purchase	Director Technical Services

		MFMV01-05	Purchase of transportable accommodation and associated facilities	No accommodation for plant operators	Purchase transportable accommodation units	Capital budget: R 640 000	Purchase of units	Accommodation of operators resulting in increased productivity	Procurement	Purchase units			Proof of Purchase	Director Technical Services
		MFMV01-06	Purchase of LDV (PMU)	Insufficient vehicles	Purchase 1 LDV	Capital budget: R 480 000	Sufficient transport	Infrastructure quality	Procurement	Purchase			Proof of Purchase	Director Technical Services
		MFMV01-07	Purchase of vehicle	Unreliable vehicle	Purchase of 1 LDV	Capital budget: 450 000	Reliable transport	Electrical power supply stability	Procurement	Purchase of 1 LDV			Proof of Purchase	Director Technical Services
		MFMV01-08	Purchase of Cherry Picker	Unreliable vehicles	Purchase of 1 Cherry Picker	Capital budget: R 1 200 000	Reliable transport	Electrical power supply stability	Procurement	Purchase of 1 Cherry Picker			Proof of Purchase	Director Technical Services
		MFMV01-09	Purchase of generator for cherry pickers	Replacement of U/S equipment	Purchase of 2 generators	Capital budget: R 10 000	Replacement of existing equipment	Staff safety	Procurement	Purchase 2 generators			Proof of Purchase	Director Technical Services
		MFMV01-10	Purchase of LDV canopy	No canopy	Purchase of 1 LDV canopy	Capital budget: R 15 000	Purchase of canopy	Staff safety & health			Procurement	Purchase canopy	Proof of Purchase	Director Technical Services
		MFMV01-11	Purchase a Tractor for Barkly East	New Indicator	1 Tractor purchased by 31 December 2014	Director Community/Manager Community Services (R 350 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the Tractor	Acquiring of Service Provider through SCM process			Proof of Purchase	Director Community Services

		MFMV01-12	Purchase a Trailer	New Indicator	1 Trailer purchased by 31 December 2014	Director Community/Ma nager Community Services (R 150 000)	Improv ed manag ement of waste section	Enhanced Machinery to better service delivery	Advertise for the Trailer	Acquiring of Service Provider through SCM process and Purchase			Proof of Purchase	Director Community Services
		MFMV01-13	Purchase of vehicle	BMW X5	Purchase of 1 Vehicle	Capital budget: 750 000	Reliable transport	Enhanced Machinery to better service delivery	Procurement	Purchase of 1 Vehicle for the Mayor			Proof of Purchase	M M/ CO O
		MFMV01-14	Purchase of vehicle	New Indicator	Purchase of 1 Vehicle	Capital budget: 600 000	Reliable transport	Enhanced Machinery to better service delivery	Procurement	Purchase of 1 Vehicle for the Speaker			Proof of Purchase	M M/ CO O

KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To ensure the efficient and effective procurement A180:A192of goods and services	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01	MFMV01-15	Purchase of 20 weed eaters and 5 leaf blowers	New Indicator	20 weed eaters and 5 leaf blowers purchased by 31 December 2014	Director Community/Ma nager Community Services (R 220 000.00)	Improv ed appearance of sidewalks and open spaces	Enhanced Machinery to better service delivery	Advertisement for Services	Acquiring of Service Provider through SCM process and Purchase			Proof of Purchase	Director Community Services
		MFMV01-16	Purchase of 1 Light Delivery Vehicle and 1 Double Cab for Community Services	New Indicator	1 LDV and 1 Double Cab purchased by 31 December 2014	Director Community/Ma nager Community Services (R 600 000)	Improv ed manag ement of waste section	Enhanced Machinery to better service delivery	Advertise for the vehicles	Acquiring of Service Provider through SCM process and Purchase			Proof of purchase	Director Community Services

		MFMV01-17	Purchase of 1 SUV Vehicle for IPME	New Indicator	1 SUV purchased by 31 December 2014	Director IPME/ Manager Communications (R 400 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the vehicles	Acquiring of Service Provider through SCM process and Purchase		Proof of purchase	IPME
		MFMV01-18	Purchase of 1 Light Delivery Vehicle for IPME	New Indicator	1 LDV purchased by 31 December 2014	Director IPME/ Manager IDP (R 300 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the vehicles	Acquiring of Service Provider through SCM process and Purchase		Proof of purchase	IPME
		MFMV01-19	Purchase of 1 Photocopy Machine	New Indicator	1 Photocopy Machine Purchased	Director IPME/ Manager Communications (R 250 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the vehicles	Acquiring of Service Provider through SCM process and Purchase		Proof of purchase	IPME
		MFMV01-20	Purchase of 19 Notice Boards	New Indicator	19 Notice Boards Purchased	Director IPME/ Manager Communications (R 200 000)	Improved management of waste section	Enhanced Machinery to better service delivery		Advertise for the vehicles	Acquiring of Service Provider through SCM process and Purchase	Proof of purchase	IPME
		MFMV01-21	Purchase of 1 Light Delivery Vehicle for Corporate Services	New Indicator	1 LDV purchased by 31 December 2014	Director Corporate Services/ Manager Administration (R 300 000)	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the vehicles	Acquiring of Service Provider through SCM process and Purchase		Proof of purchase	Director or Corporate Services
		MFMV01-22	Purchase of furniture	Insufficient furniture	Purchase furniture (Administration: Tech)	Capital budget	Furniture purchased	Improved service delivery	Procurement	Purchase furniture		Report	Director or Technical Services

		MFMV01-23	Purchase of furniture	Insufficient furniture	Purchase of furniture (Housing)	Capital budget	Furniture purchased	Improved service delivery	Procurement	Purchase furniture			Report	Director of Technical Services
		MFMV01-24	Purchase of vehicle (Town Planning)	Unreliable vehicle	Purchase of 1 LDV	Capital budget	Reliable transport	Increased service delivery	Procurement	Purchase of 1 LDV			Submission of reports to Standing Committee	Director of Technical Services
		MFMV01-25	Install vehicle tracking system for all municipal vehicles	No tracking system	Installation of vehicle tracking in most vehicles	Maintenance budget	Tracking installed	Fleet security and overall increased production with reduced costs	Procurement	Install system			Report	Director of Technical Services

KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To manage, control and maintain all municipal assets according to MFMA regulations and good assets management practices	ASSET MANAGEMENT- MFMV02	MFMV02-01	Monitoring of Municipal Assets per Department	2013/2014 Monitoring Reports	4 Quarterly Reports on Additions and 1 Annual Report on Disposals	Additions Register	4 Quarterly Reports on Additions and one Reports on Disposals	Improved management of municipal assets	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	CEO

												and 1 Annual Report Disposal		
To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	FINANCIAL MANAGEMENT - MFMV03	MFMV03-01	Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches	New Indicator	Quarterly Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches	All Directors	4 Quarterly Reports of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches	Improved management of municipal finances	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	CF O
		MFMV03-02	Compilation and submission of Legislatively Compliant AFS	2012/2013 AFS	Compilation of 2013/2014 AFS by 31 August 2014	R000/ All Directors	Legislatively compliant AFS	Improved reporting on public funds	Submission of 2013/2014 AFS by 31 August 2014				Proof of submission of AFS to the Auditor General	CF O
		MFMV03-03	Reviewal of adopted financial policies annually	2013/2014 Reviewed policies	Reviewed Financial Policies	All Directors	Legislatively compliant policies	Improved management of public funds				Reviewed Policies submitted to the Standing Com	CF O	

												opted financial policies	mittee.	
		MFV03-04	% of operational budget actually spent	2013/2014 Operational Budget Actually Spent	Report on 100% Expenditure of the Operational Budget	R000/ Financial System / All Directors	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun) and 1 Annual Report on Disposal	4 Reports submitted for Standing Committee Consideration	CF O

		MFMV03-05	% Capital budget actually spent	2013/2014 Capital Budget Actually Spent	Report on 100% Expenditure of the Capital Budget	R000/ Financial System / All Directors	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun) and 1 Annual Report on Disposal	4 Reports submitted for Standing Committee Consideration	CF O
		MFMV03-06	% of Conditional grants received actually spent	2013/2014 Conditional Grants Actually Spent	Report 100% Expenditure on Conditional grants received	R000/ Financial System / All Directors	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	CF O

											un) and 1 Annual Report on Disposal			
		MFMV03-07	Correct billing of consumers	2013/2014 verified actual correct billing reported	100% Correct billing of consumers with a 2% variance factor	R 0000 /Financial System /	Number of consumers correctly billed	Improved Revenue collection and management of municipal financial resources	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (Mar - Jun)	12 Reports submitted for Standing Committee Consideration	CF O
		MFMV03-08	Actual revenue collected	2013/2014 Total Revenue collected	4 Quarterly Reports on the Collected Revenue	Financial System	Total Planned Revenue collected	Improved Revenue collection and management of municipal financial resources	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar)	4 Reports submitted for Standing Committee Consideration	CF O

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		MFMV03-09	Financial viability as expressed by the ratios in the gazette.	New Indicator	1 Annual Report on the Ratios	Financial System /All Directors	Report on Ratios	Improved management of municipal financial and other resources				1 Annual Report on Ratios submitted for Standing Committee Consideration Ratios	CF O
To ensure good payroll management and implementation	PAYROLL - MFMV04	MFMV04-01	Management of Payment of Salaries	2013/2014 Payroll Reports	12 Reports on All salaries paid monthly	Financial System / Payroll amendment reports	Report on the payment of salaries	Improved management of municipal financial	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb) Reports (Mar - Jun)	12 Reports submitted for Standing Committee Consideration	CF O

KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY										KPA WEIGHT:		
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS	Audit Evidence	Responsibility	

									QRT 1	QRT 2	QRT 3	QRT 4		Person
To provide a credible budget	BUDGET COMPILATION - MFMV05	MFMV05-01	Compilation of the Annual budget 2015/2016	2014/2015	2015/2016 MFMA Compliant budget by 31 May 2015	Financial System / All Directors /Dora / Legislative Directives /R000	MFMA Compliant budget	Improved Municipal Financial Planning			1. Draft Budget completed and tabled, 2. Notice of the Budget within 10 days after tabling	1. Financial Draft and Budget, 2. Notice of the Budget submitted for Council approval, 2. Notice of the Budget	1. Council Resolution Considering the Draft and Final budget, 2. Notices of both budgets	CF O

											u d g e t w i t h 1 0 d a y s a f t e r t a b l i n g		
		MFMV05-02	Adjustment budget by 28 February 2015	2013/201 4	MFMA Complia nt 2014/20 15 Adjuste nt budget	Financi al System / All Director s / Legislat ive Directiv es	MFMA Compli ant adjuste d budget	Improved Municipal Financial Planning			1. Adj ust me nt of the bu dg et, 2. Not ice info rmi ng the pu blic of the adj ust me nt wit hin 10 day s aft er the ap pro val	1. Cou ncil Reso lutio n consi derin g the Adju sted budg et, 2. Notic e of the adju sted budg et	CF O

To ensure that reporting is consistent with what is actually happening in the municipality and enhance financial monitoring																													
REPORTING - MFMV06																													
MFMV06-01																													
Development and submission of the section 71 report																													
12 section 71 reports for 2013/2014																													
MFMA Compliance Section 71																													
Financial System / Treasury Template / All Directors																													
Compliance with Treasury Regulations and the MFMA																													
Improved Financial Management and Reporting																													
2 Monthly Reports (July - August)																													
2 Monthly Reports (Sep - Oct)																													
4 Monthly Reports (Nov - Feb)																													
4 Monthly Reports (Mar - Jun)																													
12 Reports submitted for Standing Committee Consideration																													
CFO																													
To provide a reliable and effective ICT system																													
															IT - MFMV07														
															MFMV07-01														
															MFMV07-02														
MFMV07-03																													
Review of the Disaster Recovery Plan																													
2013/2014 Review																													
Reviewed Disaster Recovery Plan																													
Risk Officer / Software Service Provider Inputs																													
Reviewed Disaster Recovery Plan																													
Secured IT date																													
Review of the Disaster Recovery Plan																													
Council Resolution considering the plan																													
CFO																													
Review of the IT Security Policy																													
2013/2014 Review																													
Reviewed IT Security Policy																													
All Directors																													
Reviewed IT Security Policy																													
Review of the IT Security Policy																													
Council Resolution considering the policy																													
CFO																													
Systems downtime for emails, intranet and internet as a result of hardware or network failure																													
> 3 hrs per incident																													
12 Systems Downtime Monitoring Reports for File Server, Backup domain controller, Conlog Server, Cloud Server, Email Server																													
All Directors																													
Server Downtime monitored																													
Improved IT Management																													
2 Monthly Reports (July - August)																													
2 Monthly Reports (Sep - Oct)																													
4 Monthly Reports (Nov - Feb)																													
4 Monthly Reports (Mar - Jun)																													
12 Reports submitted for Standing Committee Consideration																													
CFO																													

		MFMV/07-04	Monitoring and Maintenance of the Servers	New Indicator	4 Monitoring and Maintenance Reports on Servers	CFO/IT Administrator	Maintained Servers	Improved IT Management	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	CFO
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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT									KPA WEIGHT:					
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To have an effective and Transparent performance driven organisation capable of effective service delivery and sound administration	SKILLS DEVELOPMENT - MTID01	MTID01-01	Development of the 2014/2015 WSP	2013/2014 WSP	2014/2015 WSP Developed and submitted to the Department of Labour	Director Corporate/Manager HR	WSP Developed	Improved capacity of employees to carry out their duties				Plan developed and Submitted to	Proof of Submission	Director Corporate Services

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		MTID01-04	Number of communities trained	2013/2014 Communities Training Implementation Report	2013/2014 Reports	Director Corporate/Manager HR	Capacitation of Communities	Skilled and informed communities	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services
		MTID01-05	Number of internships and learnership opportunities created	2013/2014 Internships and Learnership Report	2013/2014 Reports	Director Corporate/Manager HR	Experienced young graduates and matriculants	Work ready graduates and matriculants	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services
		MTID01-06	Number of Finance interns appointed in accordance with FMG standards	2013/2014 Finance intern database	2013/2014 Reports	Director Corporate/Manager HR	Experienced young graduates	Work ready graduates	Report on the Finance intern appointed				Report on the interns appointed in terms of FMG standards submitted to council	Director Corporate Services

		MTID01-07	Review and Monitor Implementation of Human Resource Strategy	2013/2014 Implementation Reports	4 Quarterly Report on the Implementation of the Strategy	Director Corporate/Manager HR	Effective HR Management	Improved management of Human Resources matters	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services
		MTID01-08	% of staff who meet Minimum Competency levels (as prescribed by NT)	2013/2014 Reports	4 Quarterly Reports submitted to the standing committee	Director Corporate/Manager HR	Capacity of employees	Improved capacity of employees to carry out their duties	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		

To promote effective and inspiring governance	EMPLOYMENT EQUITY - MTID02	MTID02-01C24C249:D253	Review and Implement the Employment Equity Plan for 2014/2015	2013/2014 Employment Equity Plan	Reviewed Plan and 10 Reports	Director Corporate Services/ Manager Human Resources	Plan developed and implemented	Equal Employment Opportunities for all		Plan Reviewed 3 Monthly Reports (Sep - Nov)	3 Monthly Reports (Dec - Feb)	4 Monthly Reports (Mar - Jun)	10 Monthly Reports submitted for Standing Committee Consideration and the Review of Plan submitted to the DoL	Director Corporate Services
		MTID02-02	Number of employees employed in accordance with the Employment Equity targets	2013/2014 Report	4 Quarterly Reports on the number of people employed in terms of the approved Employment Equity Plan	Director Corporate/Manager HR	Reports compiled	Balanced Equity in the employment of the municipality	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services
To have an effective and Transparent performance driven organisation capable of effective service delivery and sound administration	RERUITMENT,SELECTION AND EMPLOYEE MANAGEMENT - MTID03	MTID03-01	Reviewal of the organogram	2011 Approved Organogram	Organogram reviewed by 17 January 2015	Director Corporate Services/ Manager Human Resources	Organogram developed	Improved Recruitment of staff in the municipality				Draft Organogram submitted to the Municipal Manager for tabling to Council	Proof of submission to the Municipal Manager	Director Corporate Services

		MTID03-02	Number of critical posts filled within 3 months of being vacant	2013/2014 Reports on posts filled within 3 onths of being vacant	4 Quarterly Reports on the number of posts filled within 3 months of being vacant	Director Corporate/Manager HR	Reports compiled	Effective Human Resource Management	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services
		MTID03-03	Reviewal of the staff establishment inline with Cogta Regulations	New Indicator	Cogta Regulations Compliant Staff Establishment	Director Corporate/Manager HR	New Staff establishment in terms of the Cogta regulations	Effective Human Resource Management	Appointment of the Service Provider		Tabling of the reviewed staff establishment inline to Council by 31 January 2015		1. Letter Appointing the service provider, 2. Council Resolution Approving the Staff Establishment	Director Corporate Services
		MTID03-04	Install Phase 2 Electronic Clock System in the remaining municipal offices	Electronic System installed in all Municipal Offices	review and Implement the Employment Equity Plan	Director Corporate/Manager HR (250 000)	Not Yet Applicable	Effective Human Resource Management	System Installed				Project Completion Certificate	Director Corporate Services

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

KPA WEIGHT:

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To build a healthy, competent and effective workforce	EMPLOYEE WELLNESS PROGRAMME - MTID04	MTID04-01	Number of reports on the functionality of the employee wellness programme	Functionality Reports for 2013/2014	4 Quarterly Reports on the Implementation of Employee Wellness Programmes	Director Corporate/Manager HR	Actual Wellness Programmes implemented	Improved state of Municipal Employees	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services
To provide a healthy and safe working environment	OCCUPATIONAL HEALTH AND SAFETY - MTID05	MTID05-01	Conduct OHS inspections in	2013/2014 Inspection Reports	4 Quarterly Inspection Reports	Director Corporate/Manager HR	Number of inspections held	Improved working Environment of Municipal Employees	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services
To promote fair Labour Practices	LOCAL LABOUR FORUM - MTID 06	MTID06-01	Number of Local Labour Forum meeting held	2013/2014 Meetings	4 Meetings held	Director Corporate/Manager HR	Number of meetings held	Improved Relations between the Employer and Employees	1 Meeting Held	1 Meeting Held	1 Meeting Held	1 Meeting Held	1. Attendance Register, 2. Minutes of the Meeting	Director Corporate Services

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To eliminate the number of litigations against the municipality	LEGAL SERVICES - 07	MTID08-01	Managem nt of all Municipal Lease agreement s	2013/201 4 Reports	4 Quarterl y Inspecti on Reports	Director Corpor ate/Ma nager HR	Reports prepare d	Improved Managem ent of Lease Agreemen ts	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quar terly Repor t (Sep - Nov)	1 Quar terly Repor t (Dec - Feb)	4 Rep orts sub mitte d for Stand ing Com mittee Cons idera tion	Dir ect or Co rpo rat e Ser vic es
		MTID06-02	Monthly Repoting on the status of Legal cases the municipalit y is involved in	2013/201 4 Reports	12 Monthly Reports	Director Corpor ate/Ma nager HR	Reports prepare d	Improved Relations between the Employer and Employee s	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Mon thly Repor ts (Nov - Feb)	4 Mon thly Repor ts (Mar - Jun)	12 Rep orts sub mitte d for Stand ing Com mittee Cons idera tion	Dir ect or Co rpo rat e Ser vic es

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	KPA WEIGHT:
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STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To provide manage municipal matters within prescribed legislations and policies	POLICIES AND BY-LAWS - MTID 08	MTID08-01	Facilitate the reviewal, and adoption of Municipal By-laws	29 By Laws	10 By Laws Reviewed	Director Corporate/Manager HR/R3 50 000	Reviewed By Laws	Improved management of municipal affairs	Appointment of Service Provider			Adoption of the 10 By Laws	Council Resolution on Promulgated By-Laws	Director Corporate Services
		MTID08-02	Facilitate the reviewal of all municipal policies	2013/2014 Reviewd Policies	All Municipal Policies Reviewed	Director Corporate/Manager HR	Reviewed Policies	Improved management of municipal affairs			Review of policies	Adoption of all policies	Council Resolution on Promulgated By-Laws	Director Corporate Services
		MTID08-03	Consolidation of Institutional Procedure Manuals	New Indicator	Procedure Manuals Consolidated	Director Corporate/Manager HR	Procedure Manuals	Improved management of municipal affairs			Procedure Manuals Developed	Procedure Manuals Adopted	Top Management Resolution on Procedure Manuals	Director Corporate Services

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To provide for suitable and secure working conditions for municipal staff and councillors	BUILDINGS - MTID 09	MTID09-01	Manage and facilitate the provision of security services to all municipal properties	Expired contract	All municipal buildings secured	Director Corporate/Manager Admin/ R1 800 000	Municipal Buildings secured	Secured municipal property	Acquire Services of the Security Company				SLA with the Appointed Security Company	Director Corporate Services
		MTID09-03	Development and Implementation of the Repairs and Maintenance Plan	2013/2014 Repairs and Maintenance Reports	Quarterly Reports on Repairs and Maintenance of Municipal Buildings	Director Corporate/Manager HR	Number of buildings actually repaired	Improved management of municipal assets	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services
To safe guard municipal information in an effective manner	RECORDS MANAGEMENT - MTID10	MTID10-01	Implementation Electronic Document Management System	New Indicator	Quarterly Report on the Effectiveness of the Electronic Documents Management System	Director Corporate/Manager HR	Not Yet Applicable	Improved management of Council Documents	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	4 Reports submitted for Standing Committee Consideration	Director Corporate Services

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT									KPA WEIGHT:					
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To have an effective and Transparent performance driven organisation capable of effective service delivery and sound administration	PERFORMANCE MANAGEMENT AND REPORTING - MTID11	MTID11-01	Reviewal of the Performance Management Policy	2009 Reviewed Performance Management Policy	Reviewal of the PMS Policy	Director IPME/ Manager Governance and Compliance	PMS Policy Reviewed	Improved Monitoring and Evaluation within the municipality				Review of the PMS Policy	Council Resolution Approving the Reviewed Policy	Director IPME
		MTID11-02	Signing of Performance agreements with the Municipal Manager and Section 56 Managers	2013/2014 Signed Performance Agreements of s56 Managers	6 Signed Performance Agreements by 31 July 2014 with the Municipal Manager's one included	Director IPME/ Manager Governance and Compliance	Signed Agreements	Structured and Improved Planning, Monitoring and Evaluation	6 Signed Performance Agreement by 31 July 2014				1. Signed Agreements submitted to the Department of Local Government, 2. Published in the Municipal Web site	Director IPME
		MTID11-03	Signing of Performance agreements with Middle Managers	New Indicator	10 Signed Middle Manager's Performance Plans by 31 July 2014	Director IPME/ Manager Governance and Compliance	Signed Agreements	Structured and Improved Planning, Monitoring and Evaluation	10 Signed Middle Manager's Performance Plans by 31 July 2014				Signed Agreements Published in the Municipal	Director IPME

													Web site		
		MTID11-04	Quarterly performance reviews conducted with section 56 Managers	2013/2014 Quarterly Reviews	6 Quarterly Performance Reviews	Director IPME/ Manager Governance and Compliance	6 Quarterly Performance Reviews conducted	Structured and Improved Planning, Monitoring and Evaluation	6 Quarterly Performance Reviews conducted	6 Quarterly Performance Reviews conducted	6 Quarterly Performance Reviews conducted	6 Quarterly Performance Reviews conducted	6 Quarterly Performance Reviews conducted	All Quarterly Reviews verified by the MM and May or in case of the MM	Director IPME
		MTID11-05	Quarterly performance reviews conducted with Middle Managers	New Indicator	10 Quarterly Performance Reviews	Director IPME/ Manager Governance and Compliance	10 Quarterly Performance Reviews conducted	Structured and Improved Planning, Monitoring and Evaluation	10 Quarterly Performance Reviews conducted	10 Quarterly Performance Reviews conducted	10 Quarterly Performance Reviews conducted	10 Quarterly Performance Reviews conducted	10 Quarterly Performance Reviews conducted	All Quarterly Reviews verified by Respective Directors and MM in case of the COO and SAE	Director IPME

												conducted		
		MTID11-06	Compilation of the Annual Performance Report (s46)	2013/2014 Annual Performance Report	Annual Performance Report compiled and submitted to AG by 31 August 2014	Director IPME/ Manager Governance and Compliance	Annual Report compiled	Structured and Improved Planning, Monitoring and Evaluation	Compilation of the Annual Performance Report and submission to AG by 31 August 2014				Proof of submission to AG	Director IPME
		MTID11-07	Compilation and tabling of the Mid-Year Performance Report (s72)	2013/2014 Mid-Year Performance Report	2014/2015 Mid-Year Performance Report compiled, tabled by 25 January 2015	Director IPME/ Manager Governance and Compliance	Mid-Year Report Compiled	Structured and Improved Planning, Monitoring and Evaluation			Compilation of the Mid-Year Performance Report		Council Resolution Approving the Report	Director IPME
		MTID11-08	Development and Tabling of the Service Delivery and Budget Implementation Plan	2013/2014 Annual Report	SDBIP Compiled and approved by the Mayor within 14 days after the approval of the budget	Director IPME/ Manager Governance and Compliance	SDBIP Compiled	Structured and Improved Planning, Monitoring and Evaluation					Compilation of the SDBIP and submission to Mayor and MM Quality Assurance Letters	Director IPME

												the Mayor for Approval		
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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT											KPA WEIGHT:			
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To undertake holistic integrated development and spatial planning	SPATIAL PLANNING - MTID12	MTID12-01	Develop a new SDF and Land Use Management System, with reviewed policies in line with SPLUMA by 30 June 2015	Change in legislation	Approval prior to year end	R 1 M and Town Planner	Approved SPLUMA Policy	Compliance	Advertise for SP	SCM	Project underway	Council Approval	Policy & SDF	Director Technical Services
		MTID12-02	Develop an implementation schedule for SPLUMA	Change in legislation	Schedule developed by September 2014	Town Planner	Practical schedule	SPLUMA compliance	Schedule complete				Schedule submitted to the Standing Committee for	Director Technical Services
		MTID12-03	Updating of Zoning register	2013/2014 Zoning Register	Zoning Register fully updated by year end and on an ongoing basis.	Time of Town Planning Unit	Approved town planning register	Control of land use	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (September - November)	1 Quarterly Report	Updated Register and 4 Reports submitted for Standing	Director Technical Services

	INTEGRATED DEVELOPMENT PLANNING - MTID13	MTID12-04	Updating building register	2013/14 register	Building register fully updated by year end and on an ongoing basis	Time of Town Planning Unit	Approved building register	Building control in terms of compliance	1 Quarterly Report (July - Aug)	1 Quarterly Report (July - Aug)	1 Quarterly Report (September - November)	1 Quarterly Report (December - February)	Committee Consideration	
													Updated Register and 4 Reports submitted for Standing Committee Consideration	Director Technical Services
	INTEGRATED DEVELOPMENT PLANNING - MTID13	MTID13-01	Development of the 2015/2016 IDP	2014/2015 IDP	Development of the 2015/2016 IDP	Director IPME/Manager IPED	IDP developed	Improved Planning of Municipal Programmes			Draft IDP Developed and submitted for noting	Final IDP Development and submission	Council Resolution and Approving the IDP for 2015/2016 Review year	Director IPME

												f o r A p p r o v a l		
		MTID13-02	Developme nt of the IDP and Budget Process Plan for 2016/2017 review	2015/201 6 IDP and Budget Process Plan	Develop ment of the 2016/20 17 IDP and Budget Process Plan	Director IPME/ Manag er IPED	Proces s Plan Develo ped	Improved Planning of Municipal Programm es and timing thereof	Process Plan Development and tabling by	31 August 2014			Cou ncil Reso lution Appro vin g the Plan	Dir ect or IP ME
		MTID13-03	Number of IDP Represent ative Forum meetings held	2013/201 4 Meetings	4 Meeting s Held	Director IPME/ Manag er IPED/M anager Communi cation s, IGR and Stakeh older Relatio ns	Meetin gs Held	Improved Integrated Planning	1 Meeting	1 Meeting	1 Me etin g	1 M e e t i n g	1. Atten dance Regi ster, 2. Minu tes of Meet ings	Dir ect or IP ME
		MTID13-04	Number of IDP and Budget Represent ative Steering Committee meetings held	2013/201 4 Meetings	4 Meeting s Held	Director IPME/C FO/Ma nager IPED/M anager BTO	Meetin gs Held	Improved Budgeting	1 Meeting	1 Meeting	1 Me etin g	1 M e e t i n g	1. Atten dance Regi ster, 2. Minu tes of Meet ings	Dir ect or IP ME /CF O

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To promote and instil good governance practices within Senqu municipality	RISK GGPP01	GGPP01-01	Quarterly Reporting on Risk Matters to the Audit Committee	2013/2014 Risk Reports	4 Reports submitted to the Audit Committee	Director IPME/ Manager Governance and Compliance	Risk Register Updated	Minimisation of Municipal Risk	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report	4 Reports submitted for Audit Committee Cons	Director IPME

												Report (Mar - Jun)	Consideration	
		GGPP01-02	Number of Risk Assessments conducted	2013/2014 Risk Assessment Reports	12 Departmental Risk Assessments Conducted	Director IPME/ Manager Governance and Compliance	Departmental Risk Assessments conducted	Minimisation of Municipal Risk	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (Mar - Jun)	12 Reports submitted for Standing Committee Consideration	Director IPME
Promote compliance with legislation	COMPLIANCE GGPP02	GGPP02-01	Update of the Compliance Register	New Indicator	Compliance Register Developed and submitted to the Audit Committee	Director IPME/ Manager Governance and Compliance	Register Developed	Compliance with Municipal Legislation	Compliance Register developed and reviewed by the Internal Audit				Audit Committee Resolution on the Compliance Register	Director IPME
		GGPP02-02	Monitoring of the Website Compliance with the MFMA and MSA	2013/2014 Reports	4 Quarterly Reports on the Website compliance	Director IPME/ Manager Governance and Compliance/Manager IGR and Communications/R106 000	Compliant Website	Improved monitoring of the Municipal Website	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Audit Committee Consideration	Director IPME

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		GGPP02-03	Monitoring of the Implementation of the Compliance Register	2013/2014 Reports	12 Compliance Implementation Reports and workshop Conducted	Director IPME/ Manager Governance and Compliance	Register Monitored	Compliance with Municipal Legislations	Workshop Departments on the Register and 2 Monthly Reports (July - August)	3 Monthly Reports (Sep - Nov)	4 Monthly Reports (Dec - Feb)	4 Monthly Reports (March - June)	12 Reports submitted for Standing Committee Consideration	Director IPME

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
Promote Good Governance within the Senqu Municipality	OVERSIGHT - GGPP03	GGPP03-01	Monitor the implementation of the Audit Action Plan	2013/2014 Reports	4 Quarterly Reports on the Implementation of the Audit Action Plan	MM/SAE/R190000	Audit Action Plan Implemented	Improved Audit Outcome	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (March - June)	4 Reports submitted for Audit Committee Consideration	Municipal Manager

											ar - Jun)		
	GGPP03-02	Monitor the Implementation of the OPCAR	New Indicator	4 Quarterly Reports on the Implementation of the Audit Action Plan	MM/CF O/DIRECTOR IPME	OPCAR Implemented	Improved Audit Outcome	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	4 Reports submitted for Audit Committee Consideration	Municipal Manager
	GGPP03-03	External Quality Review	New Indicator	1 External Quality Review	MM/SAE	External Quality Review Implemented	Improved Oversight		Source a Service Provider		Report submitted to the External Quality Review		Municipal Manager

To ensure coherent and transparent decision making within the municipality	GGPP03-04	% of Council/Exco/Top Management resolutions tracked	2013/2014 Tracking Report	100% Quarterly compliance	Director Corporate/ Manager Council Support	Reports compiled	Improved implementation of Council Resolutions	100% Tracked Resolution	100% Tracked Resolution	100% Tracked Resolution	100% Tracked Resolution	100% Tracked Resolution	Tracking Report to Exco/Council	Director or Corporate Services
	GGPP03-05	Number of Council meetings held	4 Meetings	4 Meetings	Director Corporate/ Manager Council Support	Meetings Held	Improved Oversight of Council and Decision Making	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1. Agenda, 2. Minutes	Director or Corporate Services
	GGPP03-06	Number of Exco meetings held	11 Meetings	11 Meetings	Director Corporate/ Manager Council Support	Meetings Held	Improved Oversight of Council and Decision Making	3 Meetings	3 Meetings	3 Meetings	3 Meetings	3 Meetings	1. Agenda, 2. Minutes	Director or Corporate Services
To promote and instil good governance and oversight	GGPP03-07	4 Municipal Public Accounts Committee meetings held	2013/2014 Meetings	12 Meetings Held	MM/COO	Meetings Held	Enhance oversight over Municipal functioning	3 Meetings	3 Meetings	3 Meetings	3 Meetings	3 Meetings	1. Agenda, 2. Minutes	Municipal Manager
	GGPP03-08	4 Audit and Performance Committee meetings held	2013/2014 Meetings	4 Meetings Held	MM/SAE	Meetings Held	Enhance oversight over Municipal functioning	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1. Agenda, 2. Minutes	COO
	GGPP03-09	Oversight Report prepared by 31 March 2015	2013/2014 Oversight Report	2014/2015 Oversight Reports Prepared	MM/COO	Reports compiled	Enhance oversight over Municipal functioning						Council Resolution noting and Adopting the Report	Director or IPME

											tion , By 31 January 2015, 2. Final Draft Report Table d with the Annual Report by 31 March 2015			
		GGPP03-10	Final Draft 2013/2014 Annual Report prepared by 31 March 2015	2012/2013 Annual Report	2013/2014 Annual Report Prepared	Director IPME/ Manager Governance and Compliance	Reports compiled	Improved Performance Monitoring and Reporting	Draft Annual Report submitted to the AG with the Annual Performance Report		1. Draft Annual Report tabled in Council, 2. Final Draft Annual Report adopted with the Oversight Report	1. Proof of submission to AG, 2. Council Resolution noting and Adopting the Report	Director IPME	

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To promote interactive communication with customers around service delivery issues	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION GGPP04	GGPP04-01	Number of Functional Ward Committees	New Indicator	19 Ward Committees Monthly Functioning Reports	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Functional Ward Committees	Improved Community Participation in Council Decision Making	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (March - June)	12 Reports submitted for Standing Committee Consideration	Director IPME
		GGPP04-02	Number of Mayoral Imbizos held	2013/2014 Meetings	4 Meetings	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Not Yet Available	Improved Public Participation within the Municipality	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1. Attendance Registers, 2. Minutes	Director IPME
		GGPP04-03	Number of Round Tables Held	2013/2014 Meetings	4 Meetings	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Not Yet Available	Improved Public Participation within the Municipality	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1. Attendance Registers, 2. Minutes	Director IPME
		GGPP04-05	Number of Reports on the Implementation of the Public Participation Plan	2013/2014 Implementation Reports	4 Quarterly Reports on Implementation of the Public Participation Plan	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Public Participation Implementation Reports developed	Improved Public Participation within the Municipality	1 Quarterly Report (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report	4 Reports submitted for Standing Committee Consideration	Director IPME

					developed							Report (Mar - Jun)	Consideration	
		GGPP04-06	Implementation of the communication plan	2013/2014 Plan and Implementation Reports	1. Plan Developed and Approved and, 2. 4 Quarterly Reports on the Implementation of the Communication Plan	Director IPME/ Manager IGR and Communications and Stakeholder Relations	All 4 Reports actually compiled	Improved capacity in communicating municipal information	1 Plan Developed and Approved, 2 Monthly Reports (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (Mar - Jun)	1 Plan Approved and 4 Reports submitted for Standing Committee Consideration	Director IPME
		GGPP04-07	Appointment of the Marketing and Branding Consultant for Senqu Municipality	New Indicator	Appointment of the Marketing and Branding Consultant for Senqu Municipality	Director IPME/ Manager IGR and Communications and Stakeholder Relations/R500 000	Consultant Appointed	Improved image of Senqu Municipality	Development of the Terms of Reference for the Branding and Marketing Consultant	Advertising for a Consultant	Appointment of the Consultant	Final Report of the Consultant on Branding	Not Yet Available	Director IPME

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		GGPP04-09	Number of Presidential Hotline queries resolved	100% Issues Resolved	12 Monthly Reports	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Queries resolved	Improved Service Delivery	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (March - June)	12 Reports submitted for Standing Committee Consideration	Director IPME
		GGPP04-10	Number of Customer Complaints resolved	Senqu Line installed	12 Monthly Reports	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Queries resolved	Improved Service Delivery	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (March - June)	12 Reports submitted for Standing Committee Consideration	Director IPME

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		GGPP04-11	Number of Internal Newsletters developed	2 Newsletters Distributed	4 Signed Newsletters Distributed	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Newsletters developed	Improved Communication with Internal stakeholders	1 Newsletter	1 Newsletter	1 Newsletter	1 Newsletter	4 Signed Newsletters	Director IPME
		GGPP04-12	Number of External Newsletters developed	1 Newsletters Distributed	4 Signed Newsletters Distributed	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Newsletters developed	Improved Communication with External stakeholders	1 Newsletter	1 Newsletter	1 Newsletter	1 Newsletter	4 Signed Newsletters	Director IPME

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
to promote the mainstreaming and upliment of HIV and AIDS , women and children, youth, people with disabilities and the elderly into municipal Social-Economic Programmes and Projects	MAINSTREAMING - GGPP05	GGPP05-01	Implementation of the HIV/Aids Strategy	2013/2014 Implementation Reports	12 Monthly Reports	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Reports Developed	Improved Mainstreaming of HIV/AIDS related issues	2 Monthly Reports (July - August)	2 Monthly Reports (Sep - Oct)	4 Monthly Reports (Nov - Feb)	4 Monthly Reports (Mar - Jun)	12 Reports submitted for Standing Committee Consideration	Director IPME

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		GGPP05-02	SPU annual activity plan developed, adopted and implemented	2013/2014 Activity Plan	Approved SPU Annual Activity Plan by 30 September 2014 and 3 quarterly implementation reports	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Plan Developed	Improved Mainstreaming of SPU related issues	1 Plan Developed and Approved, 2 Monthly Reports (July - August)	1 Quarterly Report (Sep - Nov)	1 Quarterly Report (Dec - Feb)	1 Quarterly Report (March - June)	1 Plan Approved and 4 Reports submitted for Standing Committee Consideration	Director IPME
		GGPP05-03	Number of SPU structures meetings held (1 quarterly meeting per structure each quarter)	2013/2014 Meetings	4 Meetings Held (1 quarterly meeting per structure)	Director IPME/ Manager IGR and Communications and Stakeholder Relations	4 Meetings held per structure	Improved Mainstreaming of SPU related issues	1 Meeting per Structure	1 Meeting per Structure	1 Meeting per Structure	1 Meeting per Structure	1. Agenda, 2. Minutes	Director IPME
		GGPP05-04	4 Local AIDS Council meetings held	4 Meetings	4 Quarterly Meetings	Director IPME/ Manager IGR and Communications and Stakeholder Relations	4 Meetings held	Improved Mainstreaming of HIV/AIDS related issues	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	1. Agenda, 2. Minutes	Director IPME

		GGPP05-05	Senqu Mayoral Cup Held and Youth Festival	2013/2014 Senqu Mayoral Cup	2014/2015 Senqu Mayoral Cup Held by 31 May 2014	Director IPME/ Manager IGR and Communications and Stakeholder Relations	Event Held	Improved Youth Development	1 Event				Project Report Submitted to Standing Committee	Director IPME
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REFERENCES

Auditor General's Management Letter 2013

ECSECC 2013

Global Insight Data 2010

Joe Gqabi Water Services Development Plan 2010

Joe Gqabi Environmental Management Plan 2006

Joe Gqabi Environmental Management Plan Draft December 2011

Joe Gqabi Disaster Management Framework 2005

Joe Gqabi Integrated Development Plan 2012/13

Joe Gqabi Integrated Transport Plan 2010

Joe Gqabi Area Based Plan 2010

New Growth Path

National Development Plan

Senqu's Municipal turnaround strategy 2010

Senqu Integrated Development Plan 2013/14

Senqu draft budget 2013/14

Senqu 3 year financial plan 2011

Senqu Spatial Development Framework 2011 & 2013

Senqu Integrated Waste Management Plan 2013

Senqu Human Resources Strategy

Senqu WSDP

Senqu Employment Equity Plan

Senqu HIV and Aids Mainstreaming Strategy

Senqu CIP

Senqu PMS Framework 2011

Senqu LED Strategy 2013

Senqu Housing Sector Plan 2013

Senqu Tourism Plan 2013

DEAT website

ECSECC website

CEEPA": Mapping the South African Farming sectors' vulnerability to climate change and variability

Copies of the Document or sector plans may be ordered electronically from the IDP Manager via an email request to viedgeb@senqu.gov.za or downloaded from the municipal website <http://www.senqumunicipality.co.za>